

# Sales Management

UNIVERSITY  
FALL 1952  
NOV 31 1952

## THE MAGAZINE OF MARKETING



**EASTERN AIR BUILDS  
JET-AGE MANAGERS**

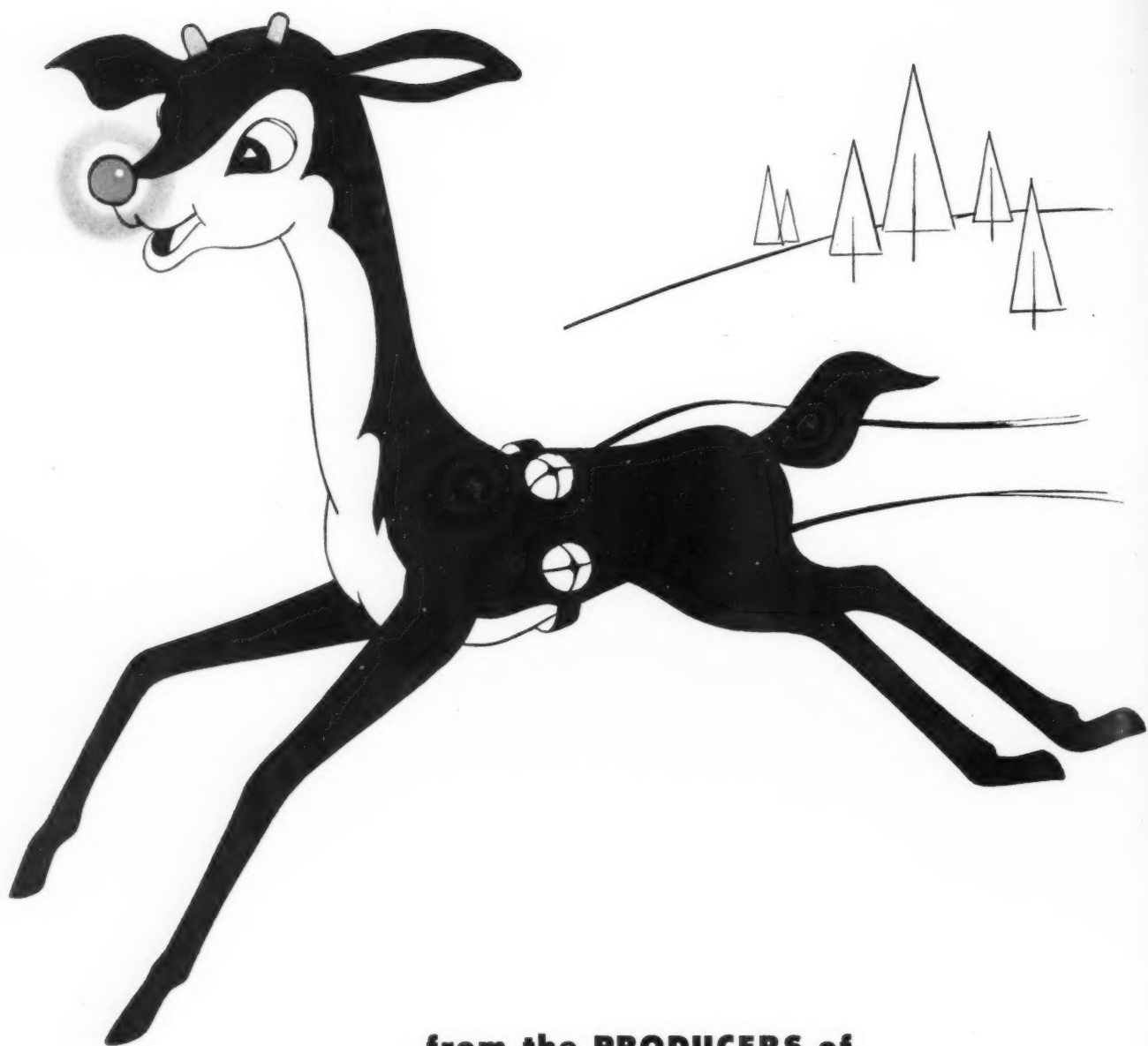
Page 24

Edward V. Rickenbacker: Do his youngsters know their system better than presidents?



**FIFTY CENTS**

**DEC • 15 • 1952**



from the **PRODUCERS** of  
the **MOTION PICTURE**  
"Rudolph the Red-Nosed Reindeer"

Season's Greetings

*The* **JAM HANDY**  
*Organization*

Offices

NEW YORK 19 • WASHINGTON 6 • DAYTON 2 • DETROIT 11 • PITTSBURGH 22 • CHICAGO 1 • LOS ANGELES 28  
1715 Broadway • 1730 H. Street, N.W. • 310 Talbott Bldg. • 7821 E. Grand Blvd. • 930-532 Penn Ave. • 230 North Michigan Ave. • 7046 Hollywood Blvd.



# NEW YORK'S SUPER SUPERMARKET

Apple Juice 1/2 gal. 2/25  
Pineapple Juice 1/2 gal. 2/25  
Fruit Cocktail 1/2 gal. 37c  
Cling Peaches 1/2 gal. 2/23  
Pineapple Juice 1/2 gal. 25c  
Apple Juice 1/2 gal. 2/43  
Apple Juice 1/2 gal. 27c  
Del Monte Prune Juice 1/2 gal. 31c  
Heavy Delight 1/2 gal. 2/21  
Grapefruit Juice 1/2 gal. 2/17  
Grapefruit Juice 1/2 gal. 2/39

Orange Juice 1/2 gal. 2/29  
Orange Juice 1/2 gal. 2/29  
Orange Juice 1/2 gal. 2/29  
Grapefruit Juice 1/2 gal. 2/29  
Blended Juice 1/2 gal. 2/29  
Green Peas 1/2 gal. 20c  
Spinach 1/2 gal. 20c  
Peas & Carrots 1/2 gal. 19c  
Flounder Fillet 1/2 lb. 59c  
Haddock Fillet 1/2 lb. 47c  
Downy Flake Waffles 1/2 lb. 19c

Quaker Puffins 1/2 lb. 2/29  
Quaker Wheaties 1/2 lb. 2/29  
Kellogg's Corn Soy 1/2 lb. 2/29  
Post Rice 1/2 lb. 2/29  
Post Tea 1/2 lb. 2/29  
Post Bran 1/2 lb. 2/29  
Post T 1/2 lb. 2/29



703,028

Retail Food Linage  
First Ten Months 1952  
Source: Media Records

387,018

301,697

370,602

125,476

99,180

94,875

Journal-American

2nd Eve. Paper

3rd Eve. Paper

1st Morn. Paper

2nd Morn. Paper

3rd Morn. Paper

4th Morn. Paper

**Pre-sell New York housewives with the Journal-American**  
...where they find the largest volume of grocery items  
advertised by the greatest number of grocery stores

**H**OUSEWIVES who buy food for their families naturally want the best possible values. In New York, they find it saves time and money to shop and compare in the comfort of their own homes... with the home-going Journal-American.

Read by the women in 42 of every 100 families who read a metropolitan evening paper, the Journal-American carries New York's biggest directory of

foods... more retail grocery lineage than the two other evening newspapers combined; more than all four morning papers combined.

Here is a "super" supermarket with display shelves as large as the retail grocers they represent. To get your products on the shopping lists of New York's largest evening audience, pre-sell them in the home-going Journal-American.

NEW YORK  
**Journal-American**  
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY  
HEARST ADVERTISING SERVICE

DECEMBER 15, 1952

These facts show  
how N.E.D. is delivering  
more for your money

Advertising in N. E. D.  
has grown steadily.

Production of inquiries  
has exceeded the growth  
in advertising.

The most important reason why advertisers use New Equipment Digest is to produce responses from readers—so there is real significance in N.E.D.'s steadily climbing record of advertising carried. It proves that N.E.D. is doing its job . . . producing the results expected.

And if further proof is needed—the volume of inquiries produced by N.E.D. has grown faster than the volume of advertising! Today N.E.D. is delivering more for each advertising dollar invested than ever before in its history.

Every day, more and more alert advertising men are making use of N.E.D.'s high readership, broad coverage, and *ability to produce results.*

- 66,400 COPIES (Total Distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION **CCA**



# Sales Management

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# T.R. OFFERS THE ABC PAID CIRCULATION AUDIT

## Write for your copy

... and for other data showing that in terms of Buyer Evaluation and in Purchasing Power and Volume, the use of T. R. is nearly exclusive in a major portion of all Plant and other Industrial Purchasing Power of the U.S.—and T. R. total of paid circulation is far in excess of any and all other guides, all of free distribution.

## T.R. OFFERS MORE INQUIRIES WITH GREATER POTENTIAL THAN ANY OTHER MEDIUM IN THE INDUSTRIAL FIELD

9,956 T. R. Advertisers stand as vital proof that product descriptive advertising in T. R. is resultful. Check the 1952 Edition—make sure your company is adequately represented.

## It Pays to Advertise in



# THOMAS REGISTER

The Only Paid Circulation in the Field—ABC 96% Paid





# In the Billion Dollar Coal Market More PRIMARY BUYING INFLUENCES\* Receive . . . Read . . . Benefit by **MECHANIZATION**

## Than Any Other Coal Publication!

As you survey coal publications, equip yourself with the facts that were uncovered by the independent survey organization, John T. Fosdick Associates:

More primary buying influences in the coal production industry read **MECHANIZATION** than any other coal magazine. More executives, including general managers and purchasing agents, more superintendents, mine managers and their assistants, more engineers and their assistants receive **MECHANIZATION**. More coal-production men report **MECHANIZATION** as most useful or most interesting.

These facts help explain why **MECHANIZATION** is publishing 1,350 pages of advertising in 1952, as opposed to just 181 in

1938, first year of publication.

Over 15,000 copies reach buying influences in major mines which account for 87% of coal output, and for 95% of the coal industry's new equipment purchases. They welcome **MECHANIZATION** because of a vital interest in our editorial objective of mine mechanization, and our month-to-month treatment of technical operations, efficiency, safety and new methods. To these we add on-the-spot analyses of Washington decisions, trends and regulations which affect coal. To get your full share of coal's \$1,000,000,000 annual purchases, do what we do: Reach more primary buying influences with **MECHANIZATION**.

\*According to John T. Fosdick Survey, 1951. Details on request.

# MECHANIZATION

The MAGAZINE of MODERN COAL

1120 MUNSEY BLDG.  
WASHINGTON 4, D.C.

NEW YORK • CHICAGO  
PITTSBURGH  
SAN FRANCISCO  
LOS ANGELES



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

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MANAGING EDITOR.....A. R. Hahn  
ASSOC. MANAGING EDITOR.....John H. Caldwell  
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes  
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SALES PROMOTION MANAGER  
Christopher Anderson  
ASS'T PROMOTION MANAGER Madeleine Roark  
PRODUCTION MANAGER.....Nancy Buckley  
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NEW YORK 16, N. Y. (386 Fourth Avenue;  
Lexington 2-1760): Merrill V. Reed, W. E.  
Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;  
State 2-1266): C. E. Lovejoy, Jr., W. J.  
Carmichael.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419, Santa Barbara  
23612): Warwick S. Carpenter.

### SUBSCRIPTIONS

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SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

### SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
editorial and production offices: 1200 Land Title  
Bldg., Philadelphia 10, Pa.

### OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill  
GENERAL MANAGER.....Philip Salisbury  
SALES MANAGER.....John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,  
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



December 15, 1952 Volume 69 No. 13



# your own now!

**Y**OU'RE HOME—and a white rose from your wedding bouquet is already yellowing between the pages of the family Bible.

Your brand-new husband is back on his job with even more ambition. The honeymoon is over and—your job is just beginning!

It's the most thrilling time of your life, but it's also busy and somewhat bewildering . . .

How in the world, you wonder, did your Mother ever manage all the things she did so well, in her home, her garden, her community!



How does anyone think of a dinner menu 365 times a year?

Which of the million kinds of soap powder, sheets, vacuum cleaners will you choose, at this time in your life when you need everything?

At this moment, dear bride, your copy of GOOD HOUSEKEEPING—now so thrillingly addressed to "Mrs"—is more precious than rubies!

## Here come the brides!

It's perfectly legal, of course, to get married and start a new home without benefit of GOOD HOUSEKEEPING. But 67 yearfuls of brides who have lived by GOOD HOUSEKEEPING could tell you it's not nearly as easy!

Much wiser to make sure your first "mar-

ried" copy of GOOD HOUSEKEEPING arrives at your new address about the same time you do! Much wiser to make sure that anything you buy with your wedding-present checks has earned GOOD HOUSEKEEPING's Guaranty Seal!

When you turn to GOOD HOUSEKEEPING for information, you can be sure you'll find really helpful and unbiased answers to your problems.

No matter what subject we tackle for you—whether it's ranges or home permanents, toasters, or ways to cook a turkey—we investigate it from every angle here in our Institute. Our recommendations to you are always based on firsthand knowledge, careful study.

Eleven complete kitchens; six laundries; a beauty parlor; chemical, textile, engineering, kitchen and laundry laboratories; a fashion department; a decoration studio; a nursery; a needlework room; a sewing room; a building forum! All of them work hard at translating scientific tests into useful personal knowledge for you!

## We, too, have a young wife!

Consider our Emily Taylor, a young homemaker just like you. And Henry Taylor, her young husband.

Each month in Emily's corner, usually around page 34, she helps with some special phase of your home care. Henry is your husband's counterpart; he fixes one of the myriad things around a house that always do need fixing, even if the house is a 2-room apartment and spankin' new!

When Emily tells you how to care for your asphalt tile floors, for example, you can be sure an actual tile-floor has been given rough treatment here in our Institute; then cleaned and polished with every type of wax and by every possible method, to make sure the best

way will be presented to you in her column.

When Henry tells you how to fix a dripping faucet, it's the result of our having caused faucets to drip maddeningly all over the Institute, so we could work out the quickest, easiest way to fix 'em!

That, dear brides, is an example of the way GOOD HOUSEKEEPING's Institute works. That's the way a product earns its right to wear GOOD HOUSEKEEPING's Guaranty Seal—by proving its worth in actual use.

That's why GOOD HOUSEKEEPING's Guaranty Seal has been a tried-and-true friend to generations of homemakers. It can be to you.

If you would like to have our interesting free booklet "About the GOOD HOUSEKEEPING Guaranty Seal," which takes you on a picture-



tour of the Institute, write to GOOD HOUSEKEEPING, Bulletin Service, 8th Avenue and 58th St., New York.

Remember that we give our Seal, symbol of our Consumer's Guaranty, to no one. The product that has it, earns it!

## GOOD HOUSEKEEPING

the homemaker's bureau of standards  
December issue now on sale  
at your newsstand

*Consumers' Guaranty*

Always look for this seal when you buy





**One for all**

One medium is all you need buy in Akron because one newspaper reaches all buyers in the rich Akron market.

For a complete selling program at one low cost, use Akron's one and only daily newspaper.

**Akron**  
**BEACON**  
**JOURNAL**  
Evening & Sunday

John S. Knight, Publisher  
Story Brooks & Finley,  
Not. Rep.

# The Human Side

## The Mistletoe King

W. E. Thies leaned back in a dilapidated swivel chair in his Georgetown, Texas, office and calmly rattled off the understatement of the century:

"Over the last eight or ten years, we built up a system."

Some system!

Thies takes in up to \$10,000 per year on a crop he never plants. He never starts his harvest until customers from all over the hemisphere clamor at his door and force their money into his till and until his neighbors in three counties come begging him to take it away. And in the harvest, half of the children in Georgetown make their Christmas money.

Thies sells a product that has been in demand since the beginning of time: The surreptitious kiss with the built-in alibi.

He's the Mistletoe King of the United States.

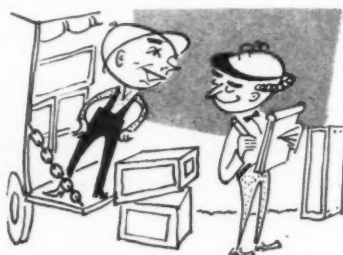
Thies's operation is one of the fastest and simplest in the business world. His work-year lasts one month, starting about Thanksgiving and ending a few days before Christmas. Since the mistletoe must arrive fresh in Canada or Hawaii or Mexico or any one of the 48, it is often picked and shipped the same day the order is received. But even for old customers who send their orders as early as the first of November, it is never picked earlier than the day it is to be shipped. After a rail or truck run to the Dallas airport, it arrives at its destination via air express just one day away from its parent mesquites.



Kiss? Sure ... cause ...



kids cut the mistletoe



customers buy by crates



and cagey Ed gets the cash

**ON-THE-JOB**  
*Round-the-clock*



**THE INDIANAPOLIS STAR**  
*Morning and Sunday*

**THE INDIANAPOLIS NEWS**  
*Evening*

In central Indiana . . . a rich, 2-billion dollar market . . . the big morning "salesmaker" is The Indianapolis Star, Indiana's largest morning newspaper. In the evening, it's the state's number one evening paper, The Indianapolis News, 96% home delivered. Together, they serve you night and day . . . 'round-the-clock. If you want to sell Indianapolis and half of Indiana, use The Star and The News!

**KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES**

**YOUR FIRST TEAM FOR SALES IN INDIANA**





### THE MEATPACKING INDUSTRY

\* is one of the largest, most stable segments of U. S. Industry, good times or bad... buys in billions, year after year.

\* includes 3889 plants, almost all located in or near major population centers... permitting CONCENTRATED SELLING at minimum expense.

\* is a huge market IN ITSELF for processing and packaging equipment and supplies... ingredients... materials handling equipment... air conditioning and refrigeration... canning machinery... temperature control equipment... motors, pipe, tires, etc.

\* write for specific, detailed information on the Meatpacking market for YOUR products or services... and how to reach it.

**THE NATIONAL**  
*Provisioner*  
**THE MAGAZINE THE MEATPACKING INDUSTRY Chooses TO READ**

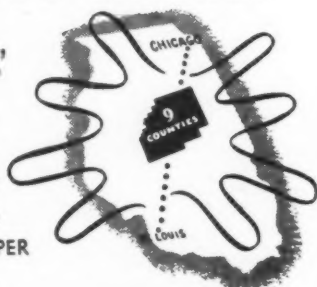
15 WEST HUNTON ST., CHICAGO 10, ILL.

18 EAST 41st ST.,  NEW YORK 17

**SELL ILLINOIS'**  
**7<sup>th</sup> LARGEST MARKET**  
(CHICAGO EXCLUDED)  
**BLOOMINGTON**  
**and the Great PLUS MARKET**

ILLINOIS'  
**2nd**

LARGEST  
EVENING  
NEWSPAPER



(CHICAGO EXCLUDED)

*The*  
**Pantagraph**  
BLOOMINGTON, ILLINOIS  
Central Illinois' Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

When the former shipper moved away and the agent found his commissions dropping, he went to Thies.

"I didn't want to fool with it," said Thies. "I had my furniture business and was getting along all right, and it seemed like mistletoe would be more trouble than it was worth. But he kept talking, and before I knew it he had me making plans.

The plans were not hard to make. Georgetown, Williamson county seat, was the center of rich expanses of hackberry, wild china, elm, blackjack, walnut and mesquite trees, the favorite parents of what is considered a most odious parasite. Mesquite is the most prolific producer, but when the parasite berries come out and whiten in November it is the blackjack that produces the choicest bunches.

So the townfolk, especially, want to get rid of it annually. Ranchers, with hundreds or thousands of acres, don't much care. But generally, except in cases where the trees themselves are considered noxious brush that cut down pasturage, they would rather have their trees alive than dead. So the supply is limitless.

Nor does labor present a problem, for the season comes at the time when the best kind of pickers are most in need of money—teenagers and small fry, looking forward to the Yule.

Two good cutters working together can make from \$25 to \$50 per day without straining themselves. Thies pays from 1 cent to 5 cents per pound, depending on how heavily berried the clumps are, and after he culls the tagged piles dropped by the cutters.

### Bookkeeping Made Easy

Capital is as insignificant a problem as supply and labor. The Mistletoe King runs a standard COD bookkeeping system with no open accounts. His largest customers (one or more tons) invariably send cash with their orders which eliminates, for them, the shipping charge, and it gives Thies several thousand dollars in the bank well before the season opens. In a really big year (20 tons), total costs for the fresh mistletoe, packing, shipping and his six full-time employees for the season will not exceed \$4,000.

Marketing proved a considerable bugaboo, especially for Thies, a furniture retailer unfamiliar with the techniques of national distribution and salesmanship. For a start he had the sketchy records of his predecessor which were, of course, in the hands of the enthusiastic express agent. With a little hustling, he added a small list of wholesale florists gleaned from gardening and florist journals. He unloosed a barrage of brief letters to former buyers and wholesale florists offering "carefully selected" mistletoe packed 20 pounds to a lettuce crate. Shipments his first year totaled barely 1,000 pounds. But he kept at the tedious process, and in the next three years his shipments were, respectively, 2,500, 5,500 and 13,000 pounds.

Now, after 10 years in the business, Thies has created a smooth-working marketing process, simple but effective for what is essentially a one-man operation. The advertisements, of course, stand, and they do their work. Annually in advance of the season, he sends out brief form letters or return postcards pointing out it's time to order and that the basis is COD, asking the date the customer wants his shipment and telling the price.

Thies still operates his furniture store, "mostly as a hanging out place." But it's because he can't stand 11 months of idleness, and not because he's worried about the future of the mistletoe business. True enough, the history of the kissin' sprig is steeped in tragedy. It became a parasite after a curse was put upon it when, as a tree, its wood was used to make the cross upon which Jesus was crucified.

Now it puts oscillations in your osculation. Thies thinks come high water or Republicans, they're not going to take it away.



# COMMENT

## "Stupid and Industrious"

All of us in sales executive jobs are inclined to think that we're pretty sharp judges of men and that our native ability, training and practice enable us to size them up much better than other people.

Morris Pickus, president, The Personnel Institute, Inc., New York, has turned the tables and puts sales managers—whether they may make \$10,000 or \$40,000 into these four categories:

1. Brilliant and industrious
2. Brilliant and lazy
3. Stupid and lazy
4. Stupid and industrious

If you think that the sales chief who is brilliant and industrious is the top notch guy, you're dead wrong, according to Pickus.

It's the brilliant and *lazy* executive who makes the best boss. Why? Because his laziness makes him use his brilliance to get work done through other people, which is the function of an executive.

But watch out, warns Pickus, for the stupid and industrious fellow. He has the energy and enthusiasm, but not the brains, to lead his sales force. He'll bull things through, but chances are he'll have run for the wrong goal line.

## Too High Hat?

Every consumer considers the dollar in his pocket just as good as the next fellow's. However, some advertisers disagree, thinks Kevin B. Sweeney, vice-president, Broadcast Advertising Bureau. Sweeney claims that "snobbishness" and "smugness" of many package goods advertisers makes them "apparently reluctant to do business with the \$15-billion market represented by families with low incomes."

While low-income families have fewer dollars with which to splurge than other people, their desires, as contrasted with their needs, are apt to be unpredictable. For a quarter of a century it's been an American phenomenon that some people will buy a high-price automobile and yet be happy to live in a dilapidated house. Only a couple of years ago the wiseacres thought that television sets were too expensive for the poorer people—until they discovered that most antennas were going up on tenement house roofs.

Promotions for numerous products always will be geared to snob appeal, but Sweeney suggests some advertisers are held back from tapping the low-income market because of copywriting. He calls "polysyllabic Fifth Avenue copy" the chief stumbling block because 41 million American adults have had less than eight years of formal education. The result: This \$15-billion market "does not receive anywhere near the advertising pressure it merits."

We doubt that Sweeney would really want copywriters to "write down" to these less educated and lower income families. They've long

MILLIONS OF BASEBALL FANS  
TRAVEL MILLIONS OF MILES



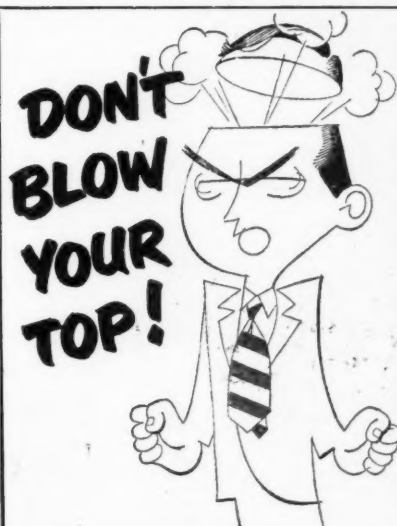
A streamlined message placed in The Sporting News in the shortest route to hundreds of thousands of sports-minded men who read the "Baseball Paper of the World" every week.

Reach travel-conscious men . . . a picked market for everything a man buys — through The Sporting News, national baseball weekly.

## The Sporting News

Published weekly for 66 years

2018 Washington Ave., St. Louis 3, Mo.  
535 Fifth Avenue, New York  
520 N. Michigan Blvd., Chicago



**You can depend upon Emery**  
**the world's fastest**  
**transportation system**

For All Air Shipments—Inbound or Outbound  
Call for Immediate Pick-up  
24 Hour Service—Rain or Shine



**EMERY AIR FREIGHT CORPORATION**  
Offices in all principal cities in the U. S.  
Consult your 'phone book

# KANSAS FARMER

## Breaks 22-Year Record

In 1952, Kansas Farmer will have broken its own record with a total of 351,461 lines of commercial advertising! (Based on orders at hand November 15.) This is 23,370 lines greater than last year's record—the *BIGGEST* in 22 years!

Here's The Reason:—Kansas Farmer editors get out in the fields and learn the problems of their readers. They keep informed of scientific developments and new methods. That's why they turn out *workable* articles that a farmer can actually use on his land. This kind of help builds friendship—friendship that gives extra power to advertising.

No wonder advertisers get *better results* from their dollars—and keep putting **MORE DOLLARS** into Kansas Farmer advertising! To sell rich, rural Kansas, be sure Kansas Farmer is on *your* schedule.

THE BUSINESS PAPER OF KANSAS FARMERS  
Editorial and Business Offices • Topeka, Kansas



Published by  
Capper Publications

Largest Agricultural Press  
in the World

Good...  
C. Spark Plugs...  
Kromer...U.S. Rubber Co...  
eere & Co...Westinghouse Electric...  
ic...Fifth Army Recruiting...DeKalb Agricultural...  
is-Chalmers...Armour & Co...Atchison, Topeka & Santa Fe...  
...U.S. Steel...New Idea Farm Equipment...Mustrole...Firestone Tires...  
Hyer & Sons...J. I. Case...Canadian National Rubber Co...Dearborn Motors...Chevrolet Mot  
P...Frigidaire...Ford Motor Co...Goodyear Rubber Co...Harry Ferguson, Inc...Corona  
neral Mills, Inc...Fairbanks-Morse...Fertile Mfg. Co...U. P. Railroad...Vermeer Mf  
ican Royal...Weyerhaeuser Sales...Minneapolis-Moline Co...Ever-Tite Mfg...Towne  
Beet Sugar Producers...Butler Mfg. Co...Elec. Service Systems...B M B Co...  
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c...International Harvester Co...Moorman Mfg. Co...Siegler Enamel Range Co...Nitragin  
l Comm. LP-Gas Prom...Pillsbury Mills...Rilco Laminated Prod...Snow White Paint...M  
anolind Oil...Rite-Way Prod...Textile Bag Mfgs...Phillips Petroleum Co...Schreiber  
Wire Sales Co...Socony-Vacuum Oil Co...Dr. Salsbury's Labs...Skelly Oil...Red Star  
Pfister Co...Associated Growers...Standard Oil Co. (Indiana)...Sheffield  
Rust-Oleum Corp...Schafer Plow...Pyramid Life Ins...Phill  
Co...Oelwein Chemical Co...Ralston-Purina...Suns  
Shell Prod...Lubriplate Div...Fiske Bros  
Nursery...Sinclair Refining C  
Pioneer...

been accused of that anyway. Advertisers can—and do—use many simple words to describe their products, but as reported in the (p. 100) Schwein survey of TV commercials, they can—and do—use them so “carefully” that the viewer seldom recalls what the message was all about. The New York *Daily News* long publicized the slogan, “Tell It to the Sweeneys—the Stuyvesants Will Understand.” That’s still a good idea.

## It's Your Ball, Now

The opportunity to make federal government policy for which businessmen have asked is now pretty largely theirs. President-elect Eisenhower's cabinet designees appear to please business. Only the proposed Secretary of Labor has drawn hostile fire and that from Senator Taft.

Businessmen note with satisfaction that there's not a “dreamer” in the lot. The appointees for the most part bear the stamp of successful business careers. Where Roosevelt and Truman cabinet members have been associated in the public's mind as “do-gooders” or lifetime politicians, Eisenhower's team already is noted for its businessman's orientation.

Only time will tell about the impact of the law-production-finance-minded men in the cabinet. Three of the men, Dulles, Brownell and Weeks, have a thorough grounding in politics so they may be more sensitive to public wishes than businessmen usually are credited with being. It had been hoped that the Secretary of Commerce would be a man with a strong distribution background. Walter Williams, former chairman of the Committee for Economic Development, has been named Undersecretary of Commerce, the No. 2 spot under Weeks.

Fortunately, there is a large body of sales executives with vast experience in making and carrying out policy in defense production available for counsel with the new administration. A large percentage of the department and section heads in the Office of Defense Mobilization have been sales chiefs on leave for a six- or 12-month tour of duty in Washington. A roster of all of the mobilization executives is being assembled so the new managers of the government will be able to reach these experienced people quickly.

Largely as a result of their fall from public favor during the depression, businessmen have been for the most part excluded from top political policy making. Now, along with the opportunity to create top federal policies, businessmen are about to inherit the responsibilities for making them in the general interest. How well they succeed—and they have less than two years to go before submitting to a test at the polls—will determine the effectiveness of the Republicans as a political party.

All this means that all businessmen, in and out of government, will carry part of the responsibility for making a government which most of them voted for, a success. They've asked for the friendly government climate in which to put their ideas into effect and the men with which to carry them out. If they succeed to the public's satisfaction, they should continue to merit the right to sit at the conference tables and make political policy, whether they happen to be in the majority or the minority party.

## Uncle Joe Calls It Prodaja

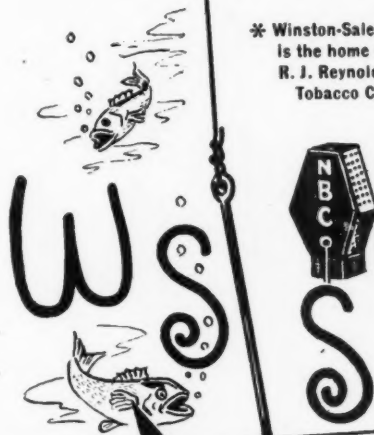
It may surprise you to learn that the Russians have a word for sell. They call it prodaja.

A salesman, in the Russian language, is a prodagvetz. Any day we expect to pick up *The New York Times* and learn that a Russian really was the first to organize a sales executive's club.

**SELL MORE IN THE  
SOUTH'S  
No. 1 State!**

*A Lucky Strike  
in the  
Camel City\**

\* Winston-Salem  
is the home of  
R. J. Reynolds  
Tobacco Co.



**1/5th\* of all  
FOODS**

**Sold in North Carolina  
ARE SOLD IN  
WINSTON-SALEM'S**

**WSJS**  
**15-COUNTY  
MARKET**

\*\$113,945,000, S. M.  
1952 Survey of Buying Power

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, **FIRST** in the morning—**FIRST** in the afternoon—**FIRST** in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: **HEADLEY-REED CO.**



# ENGINEERING



Analytical Engineers at Pratt and Whitney Aircraft, East Hartford, Connecticut in conference discussing performance of turbine blade air foils.





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# SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending December 15, 1952

## PROCTER & GAMBLE, 94 25/100% PURE

Every year the American Institute of Management, a non-profit foundation, makes comparative audits of more than 3,000 companies on a point basis. The optimum is 10,000:

Category	Optimum Rating
Economic Function	400
Corporate Structure	500
Health of Earnings Growth	600
Fairness to Stockholders	700
Research and Development	700
Directorate Analysis	900
Fiscal Policies	1,100
Production Efficiency	1,300
Sales Vigor	1,400
Executive Evaluation	2,400
	<hr/> 10,000

Ten companies scored over 9,000 points in the 1952 ratings and heading the list is Procter & Gamble, far ahead of its closest competitor. The company scored extremely high in all 10 categories, and was the only company audited to score the full 2,400 points in "executive evaluation." The company reached this excellent managerial position by "aggressive action in all areas, by the best program of selection, training and development of employees, and by avoiding all inefficient practices, such as nepotism. Even more significant is the fact that the company promptly relieves anyone in an administrative position who doesn't measure up to his job. In the Procter & Gamble management team there is a lesson for any other company."

P & G scored 9,425 points out of a possible 10,000. In sales vigor it was rated 1,320 out of a possible 1,400.

Following P & G, the top 10 was made up of The American Telephone & Telegraph Co., E. I. du Pont de Nemours & Co. (Inc.), The B. F. Goodrich Co., The Grand Union Co., Hotels Statler Co., Inc., Minnesota Mining & Manufacturing Co., National Cash Register Co., National City Bank of New York, and Time, Inc.

You will note that sales vigor is the second most important factor in the AIM rating plan, and among the companies mentioned above the following were cited for the strength of their sales vigor: National Cash Register, Grand Union, Hotels Statler, Minnesota Mining & Manufacturing. . . A special citation was given to Time, Inc.: "If the Institute had to pick out the company which has the most difficult day-to-day management job, and still maintains the excellence of its management, it would take Time, Inc. This company's position of eminence is not easily kept up and its high rating is

based largely on the ratio of its accomplishment to its opportunity."

A score of 7,500 points out of the possible 10,000 is considered the minimum for inclusion as an "excellently managed" company. Three hundred seventeen companies were so classified this year.

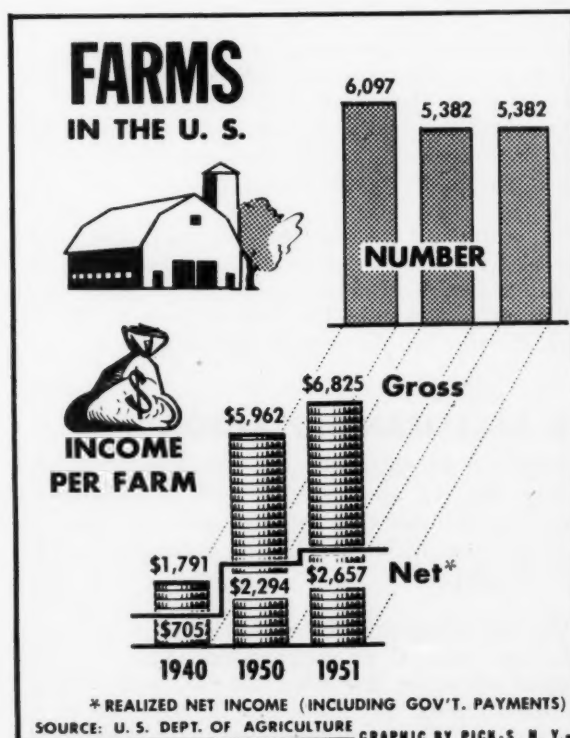
## WHAT MADE WALTER RUN?

Big business, as portrayed in most novels, is seldom recognizable to businessmen but in "Executive Suite," Cameron Hawley uses the locale and characters without the usual distortion or lampooning. The author was for years the advertising director of Armstrong Cork Co.

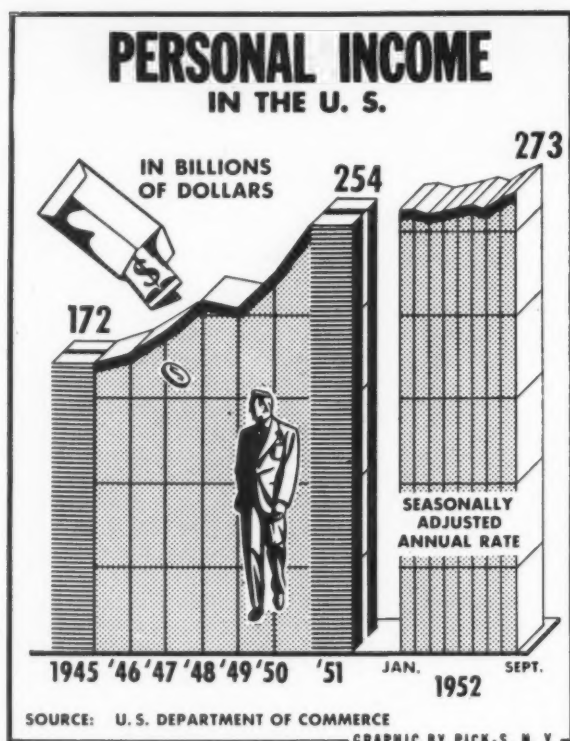
His story centers around the sudden struggle for leadership in a furniture company when the president dies without an heir-apparent slated to succeed him. Five vice-presidents struggle for the leadership, including, of course, J. Walter Dudley, the ebullient v-p of sales.

The author pictures Walter as having boundless driving energy and a talent for making friends and remembering names and faces—but as a man who is woefully weak in creative imagination.

"Usually Walter was going at too fast a pace to have time for any serious thinking. . . When he traveled with







his salesmen, which he frequently did, he demanded a schedule that started the day with an early-opening store and carried through at a pounding pace until they finally wound up at some neighborhood shop that was open in the evenings. Then there would be a hotel room session until midnight. As he moved across the country, J. Walter Dudley left behind him a trail of worn and astounded salesmen who, when they met afterwards to compare notes, would acknowledge that he was a phenomenon beyond understanding. . . He was a runner without a goal. Running was his life. If you ran hard, and made enough friends, everything would work out all right."

In training and supervising his salesmen he was usually short on giving them concrete talking points, but long on such advice as, "Just keep on working and don't worry. Don't watch the goal posts—keep your eye on the ball. If you're in there all the time hitting that old line, you'll score a touchdown sooner or later."

Did Walter get the top job? We aren't going to give away Mr. Hawley's secret, but if you want some absorbing escape literature dealing with people and situations familiar to your way of life, you might give your book-dealer 35 cents for the paper-backed edition.

### BAD SALESMANSHIP ABROAD

Marguerite Higgins, the attractive *New York Herald Tribune* reporter, who certainly gets around the globe, cables from Europe that internationally we have failed to achieve what within the United States is done so well—salesmanship.

"We have forgotten the elemental point of any sales psychology, national or international. That is, to make the other fellow see that what you offer will advance his own self-interests. We have also, in many areas, failed to survey carefully the national psychologies and interpret

our product in terms of the benefit it will bring to the localities in question."

Will we do a better job under the new administration? The top people appointed by Gen. Eisenhower are men who have actually run businesses of their own, and no longer can it be said, "He never had to meet payroll." Among the top appointees are several with marketing experience, particularly in the automotive industry.

Paul Hoffman, now head of the Ford Foundation, made a sound and prescient observation about the Eisenhower appointments: "The business community will be confronted with its greatest challenge in history because it will have a voice in act and policy it has not had for a long time. In two years (before the next congressional elections) business will have to demonstrate that it can work with government not only for its benefit but for the benefit of all the people."

Mr. Eisenhower's appointees have proved their ability to manage big businesses with fairness to labor and stockholders; we are about to learn whether the same talents for organization and streamlined efficiency can be applied to management of big government.

### SIGNIFICANT SHORTS

A continuing study on consumer buying habits in drug stores is being conducted jointly by Affiliated Drug Stores, the ANPA Bureau of Advertising and *Chain Store Age* magazine. The survey offers factual proof that display and availability are prime factors in influencing the movement of merchandise. When displays of home permanent kits were reduced or withdrawn last December by some stores, 60 to 80% fewer home permanents were sold in this normally heavy traffic month, while stores continuing their regular displays showed increases ranging from 30 to 110% over November. Toothbrush sales reacted in a similar manner. The survey also produces facts which puncture widely-held beliefs about seasonal sales patterns on many products. The maximum manufacturer push on deodorants, for example, has been in June but cold figures reveal that the product reaches its peak in May in most sections of the country.

Competitive free enterprise is not recognized by the average person as a reason for America's high and rising standard of living. A survey conducted by the Advertising Council among industrial workers in Ohio and high school students in Connecticut reveals this lack of understanding. Half of each panel had read the Council's 20-page illustrated booklet, "The Miracle of America," which explains the unparalleled economic achievements of our nation through high and increasing productivity in a free competitive market; the other half had not read the booklet. Only 4% of the industrial non-readers of the booklet and 10% of the non-reader high school students mentioned competitive free enterprise as compared to 24% and 42% respectively of readers of the booklet. Your own people should benefit from reading "The Miracle of America." For a sample copy and prices in quantity lots, write to the Advertising Council, 25 West 45th Street, New York 19, N.Y.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





# remember...

ONE MILLION PEOPLE with a buying income of **\$1,500,000,000** live in Iowa's central 52 counties.

THE DES MOINES DAILY REGISTER and TRIBUNE reaches **71%** of these households . . . minimum coverage **40%**.  
Des Moines (Polk County) **97%** coverage  
. . . additional 51 counties **63%** coverage

This is an "A" schedule newspaper in a **BIG, MUST MARKET.**

ABC Circulation March 31, 1952: 376,658  
Sunday Circulation: 543,674

## The Juniors Sound Off . . .



Margaret V. Robinson, reservations sales manager, St. Louis, was general chairman of the forums, where juniors told system needs.

# Eastern Air Lines Builds Jet-Propelled Managers

Eddie Rickenbacker is sure his local assistant managers already know more about Eastern than the *presidents* of other airlines know about theirs. At practical meetings all members of lower echelons report what they're doing—and should be done—to keep EAL flying higher tomorrow.

BY LAWRENCE M. HUGHES

Edward V. Rickenbacker was born in Columbus, Ohio, 62 years ago, with a pronounced chip on one shoulder. The chip has stirred him to take great personal risks; to lead vast undertakings, and to make challenging statements:

"Every member of the third and fourth echelons of our management can tell you more about Eastern's operating problems than the *president*

of any other airline can tell you about his own."

Captain Eddie, president and general manager of Eastern Air Lines, Inc., could see I wasn't ready to buy this statement. In fact when I learned that the members of the "fourth echelon," for instance, bear such titles as assistant station manager, Atlanta; chief agent, Evansville, and reservations sales manager, San Juan, P.R.;

and that they average in age 28 years, in Eastern experience three years, and in earnings \$75 a week. . . . I wondered how Rickenbacker ever came to get that reputation for "realism." Still I was impressed with his pride in his people.

I was also impressed with certain tangible evidence of their collective progress: Though Rickenbacker boasts that "for 12 years Eastern has taken no taxpayers' handout" in subsidy, since 1935 it has been the only airline to operate, every year, in the black. By last December 31 its assets had nearly doubled from the year before, to \$101.5 million—of which \$56.5 million were in such current and fluid items as cash and marketable securities. Operating revenues reached \$98.3 million, and net income after taxes \$7.2 million. Today, Eastern's 9,131 people run a far-flung airline system which travels 200,000 plane miles a day to 90 cities in 26 states

and to Puerto Rico and Mexico.

Most of the present group have joined since World War II. But when the system observes a 25th birthday next May 1, a few graying veterans will be honored for their own quarter-century. Captain Eddie himself has been helping Eastern's sun to rise for two decades.

The man's career curiously combines risk and realism. Probably he knows that realism is risk. Of course, the system should be kept shipshape and solvent. He once told me that he gets his people to save *mills*—this denomination being one-tenth of one cent. But then he shows that

1. By 1956 a shiny-new \$100 million fleet of Lockheed Super Constellations and Martin 4-0-4 Silver Falcons, which are expected to double present traffic, will have been paid for, and

2. Superimposed on *this* fleet will be \$125 million of jet planes.

### Save, Serve and Sell

To get and fly and fill *both* these groups of airplanes, Eastern must have managers who can save and serve and sell.

"In 1935, when Eastern had only 500 employees," Rick explains, "we didn't have much trouble arranging for everybody in all positions of management to get together. We could throw our problems out on the table, kick them back and forth, and get action pretty fast.

"During World War II, however, when we had to scramble just to keep alive with whatever people and planes the Armed Services left us, we dropped these meetings.

"Soon after the war we had doubled revenue and a great deal more manpower . . . largely new and untrained. Among other problems, we had to get the generals back with the doughboys."

At that time he began to develop the idea of regular and fairly frequent meetings of different echelons of management.

The *first* echelon, the board of directors, of course, meets every month. It consists of 14 men, eight of whom have been directors for more than 12 years. Four of the eight also have been officers of the company throughout this period: Rickenbacker, Paul H. Brattain and Sidney L. Shannon, first and second vice presidents, and Thomas F. Armstrong, secretary and treasurer.

The other four veteran directors mainly have been bankers: Paul M. Davis Nashville; George B. Howell, Tampa; Wiley L. Moore, Atlanta,

and Laurence S. Rockefeller—who ranks after Rickenbacker as Eastern's largest stockholder.

In recent years the directors' echelon has added broader experience: Everett R. Cook of Memphis, textiles; James M. Cox of the Cox newspapers and radio stations; Hugh Knowlton of Kuhn, Loeb & Co., New York; Glenn H. McCarthy of Houston, oil, hotels, etc.; Stuyvesant Peabody Jr., Chicago, coal, and Paul E. Reinhold, Jacksonville, dairies.

Of the eight other officers—forming the *second* echelon's core—five are v-p's: Leslie P. Arnold, properties and leases; Joseph H. Brock, industrial and personnel relations; Charles Froesch, engineering; Morris M. (Jack) Frost, traffic and sales, and William Van Dusen, public relations. The others are Thomas E. Creighton, assistant secretary; Floyd L. (Pop) Farley, assistant treasurer.

Also in the *second* echelon, or what Rick calls the *Advisory Board of Directors*, are the managers of such functions as communications, flight, maintenance, meteorology, passenger service, and traffic.

### Field Boards Formed

When he had got these two groups working closely together the Captain launched a *Field Board of Directors* as a *third* echelon. Its members primarily are station and traffic and sales managers of Eastern's 90 stations.

The three boards began to meet together at New York headquarters every two or three months.

Then, during one of these sessions, Rickenbacker thought: "With all the managers here, who's running the airline?"

He concluded that their assistants must be. And he found these youngsters doing a good job of it. . . . So the assistants were formed into a *Junior Board of Directors* or *fourth* echelon of management.

Today, members of the First-Second-Third and First-Second-Fourth get together spring and fall at Miami Beach. This makes, for the first-and-second echelons four meetings a year. Each meeting lasts eight days. All told they take more than a month of each executive's year.

Treasurer Armstrong figures the cost of the four meetings at \$200,000. But President Rickenbacker is convinced of their value:

"1. When the Field Board members are away, the assistants must make the decisions. They develop initiative and leadership.

"2. And when the assistants are away at Junior Board meetings, their

### ... and the Seniors Listen:



Paul H. Brattain, first v-p, worked up to his present post through traffic (sales)



Sidney L. Shannon, second v-p, and former pilot, directs system operations.



(Cover) Eddie Rickenbacker, chairman and president, has flown airplanes from Jennies to Jets. Over two decades he has led in building Eastern into one of the Big Four domestic lines. But 9,131 others man the "Rickenbacker Route."



bosses have got to get their noses in and do things for themselves."

At the meetings, Rick says, "usually I find that the Junior Board members know more than the Field Board members. Ninety per cent of our good suggestions come from the Junior group."

(Both groups today have a proprietary interest in *their* airline. By the end of 1952, 91% of the Juniors will own or be buying Eastern shares. In fact, 60% of all 9,131 Easternites have bought Eastern stock at prices considerably below the going rate on the Big Board.)

Rickenbacker regards these meetings as the mainsprings of Eastern's development.

When I saw him for preliminary briefing in his office in the EAL building in Rockefeller Center in late August (just as he was leaving to shop for jet planes in England) he said "mine" would be the meeting of the First-Second-Fourth echelons at the Saxony Hotel, Miami Beach, Wednesday through Wednesday, September 10 to 17.

### Juniors Recommend

Later, I was to learn I didn't need to bring suntan oil. My acceptance instead involved exposure to 312 reports from as many individuals; various other reports, speeches and questionings. Then, for a couple of days came committee analyses and recommendations. The Junior Board members batted these all over the ballroom before they reached a consensus of what they thought Eastern Air Lines, Inc., should do about them.

From it all I emerged with mixed impressions of democracy *à la Rickenbacker*—but still with a lot of evidence to show that Rickenbacker knows how to develop men.

In certain sections of the country—specifically Miami, where they named a causeway after him, and Indianapolis, where for a decade he owned the Raceway—the Rickenbacker name and personality loom large. In aviation the personality, pro and con, is even larger. And in Eastern Air Lines. . .

When Col. Hans Christian Adamson's "Eddie Rickenbacker" was published by MacMillan in 1946, the Captain sent a specially-dedicated edition to each of "my friends and associates" in EAL. He hoped that "you may profit . . . from the lessons I have learned through the years without yourselves having to endure all the bitter shocks, trials and disappointments."

One shock, experienced on his return as America's No. 1 ace in World

War I to be honored at a dinner at the old Waldorf-Astoria, was to fail miserably as a speechmaker. Before long, he learned to speak well. And he has seen to it that every member of every echelon at Eastern delivers competently. Each participant in the meeting I attended moved promptly to the dais; introduced himself clearly; summarized succinctly his problems and what he was doing about them, and made specific suggestions.

"We convinced them," Rickenbacker explains, "that if you can't talk to your own people, how in hell can you talk to others? We don't have to teach so much elocution now. But an evaluating committee still tells each his strength and weaknesses. The man gets the original and I get the only copy. I can see the difference in a man between one meeting and the next."

Each speaker prepares his report several weeks in advance, sending one copy to Rickenbacker. On it he indicates reading time. By doubling this figure, Rick explains, "we get time for discussion of points that are brought up."

Microphones placed every few feet down the long tables are used by Junior Board members in forum discussion, and for department managers to answer questions or clarify or elaborate on points. Some of these men in different parts of the room who were kept busy were Rodney W. King, general traffic manager; John H. Halliburton, operations manager; William L. Griffith, superintendent of passenger service; Ambrose L. Chabot, superintendent of maintenance.

### "Musts" Mean Action

At each place was a blank memo book of red and white sheets—the red for decisions which Rickenbacker considered *must*. At the next meeting of the Junior Board each member has to tell what he has done about each *must* affecting him.

All of EAL's people, including porters and guards, the Captain says, receive "the full minutes of every Field and Junior board meeting."

"The annual total of reports to be made before both groups is about 1,400. Studying them is quite a chore. But each man knows that I know about him and his problems. I also learn a lot about this airline. In fact, I can learn more from one of these meetings in a week than I could from 10 years traveling the airline."

From these and other sources, down through the years, Rickenbacker probably has learned more than anyone

about Eastern Air Lines. He is one airline president who not only can fly an airplane but who for a third of a century has ranked among the great flyers. He has built planes and as a mechanic maintained them. He has financed airline operations, sold people on riding in his ships, and by making a profit in the process—done a lot to turn the airline game into a business. Though his auditors find him "too conservative" in his bookkeeping, he is spending more money this year for new passenger facilities than all the nation's railroads. He and his associates have almost as much to do with the design of these planes as their manufacturers. Even before the era of full jet the engines on today's Super Constellations and Silver Falcons can add *push* to *pull* by applying "turbo" to "prop."

Two Rickenbacker axioms are:

"1. Nothing is impossible."

"2. Anyone can *give* something away—but you've got to be pretty smart to sell it at a *profit*."

Eastern might be called the Rickenbacker Route.

After World War I this former automobile race driver turned back for a time to motor cars. When his own Rickenbacker Car Co. failed, he joined General Motors' Cadillac Division, and worked his way up to become a LaSalle car sales executive.

### Getting People Aloft

But the aviation bug still bit. In 1924 he helped fellow war fliers launch Florida Airways, from Atlanta to Miami. Though the line was the first to carry passengers, mail and express, it went broke. In 1929, GM bought Fokker Aircraft Corp. and made Rick its president. Fokker built a 32-passenger plane that was regarded as a decade ahead of rivals, but the airlines weren't able to buy it.

So Rick went into airlines, to see what he could do to strengthen them—first with Aviation Corporation of America, which then owned American Airlines and large chunks of Pan Am, TWA and Eastern, then with GM again, when it got control of North American Aviation and with it Eastern, and then TWA.

Mismanagement had made Eastern probably the sickliest of the lot. But he saw potentials in it and concentrated on developing them. He weighed its joint operation with TWA: Eastern's north-south travel was largely in the winter; TWA's east-west peak in the summer. Even if physical merger could not be effected, there could be equipment interchanges. Eastern in fact later

worked on interchanges, with both TWA and United, in both planes and personnel.

But in 1933 a major task was to build recognition for Eastern among employees, communities and other groups. This had hardly begun when, in 1934, the "air mail war" in which the Army flew the mail, disastrously, for five months, nearly wrecked Eastern and other lines.

The next year General Motors made Rick general manager of Eastern—and in that year it earned a first modest profit. But most of what was earned he plowed back into the system. Eastern's people bellyached. The pilots wanted more safety devices. Copilots wanted to narrow the spread between their wages and the pilots. The ground crews' morale was low. Rick talked to them all:

### Rick Takes Over

"I have spent \$6 million on Eastern Air Lines." He was also spending almost every night on "the rattler" traveling the system, which between 1933 and 1936 had spread from 14 to 34 stations. "I haven't had a raise. . . If they offered it to me I wouldn't take it, because it can be used in other places better. The only thing I can get out of Eastern is seeing this outfit go as it has gone for three solid years."

He did what he could to meet their grievances. But he, too, was only an employee.

He tried—and failed—to borrow \$1.5 million to buy control of Eastern.

But then John Hertz, who had sold Yellow Cab to GM for \$40 million, also saw logic in an Eastern-TWA merger. He bought GM's interest in TWA and was set to add Eastern when Rickenbacker got wind of it. Rick learned that Hertz had offered \$3,250,000 for Eastern—\$1 million of it in cash.

GM gave Rick 30 days to produce a better offer.

His own resources then were at least \$3 million less than the amount needed. He had just started to break even on the Speedway and was still paying on an old \$250,000 debt which he personally assumed on Rickenbacker's car. But he had energy, persistence, and a reputation for honesty. Just before the deadline two banking houses—Smith, Barney and Kuhn, Loeb—loaned him \$3.5 million.

That was enough for GM.

He started then to make the gang his partners—selling them shares, for which they could pay in five years out of wages.

(continued on page 106)

### The Ad Budget Soars, Too!

Year	Total Advertising	Newspapers Only
1945	\$ 455,926	\$ 300,000
1946	647,776	400,000
1947	1,187,670	800,000
1948	1,759,346	1,200,000
1949	1,962,047	1,200,000
1950	1,731,013	1,100,000
1951	1,673,975	1,282,531
1952	2,300,000 (est.)	1,500,000 (est.)

EASTERN'S ADS ARE LOCALIZED: Of nearly \$12 million which the system has spent in all media since 1945, nearly \$8 million has been devoted to newspapers. Current newspaper expenditures are \$1.5 million annually . . .

. . . AND SPECIFIC: On the theme, "Double Dependability—Dependable Airliners and Dependable Personnel," every Eastern advertisement talks in terms of costs, schedules and facilities from one city to various others.

## FLY EASTERN'S NEW GREAT SILVER FLEET



### ... WORLD'S MOST ADVANCED AIRLINERS

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**SUPER-CONSTELLATION**  
Greatest advancement in air transportation

World-famous 60-passenger  
New-Type **CONSTELLATION**  
"Tried and Proven" over billions of passenger miles!

Fast, new 40-passenger  
**SILVER FALCON**  
World's most advanced twin-engine airliner  
Now enjoy ground-level comfort at any altitude

Fly Eastern for  
**DOUBLE DEPENDABILITY**  
\* DEPENDABLE AIRLINERS \* DEPENDABLE PERSONNEL

There's no  
substitute for  
EASTERN'S  
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To fly ANYWHERE IN THE WORLD call 64-3511 or your travel agent

CITY TICKET OFFICES: MIAMI, COLUMBUS ROUTE • MIAMI BEACH, 184 COLLING AVENUE  
FIELD TICKET OFFICE: EASTERN AIR LINES TERMINAL BLDG., 3401 EE AIRPORT

## EASTERN Air Lines

"TRIED AND PROVEN" OVER BILLIONS OF PASSENGER MILES



### New York NON-STOP 4 hrs.

DEPARTURES: 8:30 A.M. 1:10 A.M.  
Jacksonville . . . 85 min.\*  
Washington 3 hrs. 25 min.\*  
Boston . . . 5 hrs. 33 min.  
Charlotte . . 4 hrs. 18 min.  
Pittsburgh . . 4 hrs. 48 min.  
Cleveland . . 4 hrs. 10 min.\*  
Detroit . . . 5 hrs. 15 min.

### Chicago NON-STOP 4 HRS. 15 MIN.

DEPARTURES: 4:45 P.M. 1:00 A.M.  
Tampa . . . . . 59 min.\*  
Atlanta . . . . 2 hrs. 59 min.  
Birmingham 3 hrs. 14 min.  
Louisville . . 4 hrs. 35 min.  
St. Louis . . . 6 hrs. 26 min.  
San Juan, P.R. 3 hrs. 55 min.\*  
Fast thru plane service  
KANSAS CITY, DENVER \*NON-STOP

**AIRCOACH SERVICE TO**  
New York • Chicago • Cleveland • Detroit

ALL TIMES ARE THUNDERBOLT TIMES

# They're in the News

BY HARRY WOODWARD



▲ **"HIT THE ROAD"**... might be translated into Latin and engraved on W. J. (Bill) Russell's coat-of-arms. For the past 21 years Bill has been associated with B. F. Goodrich Rubber Company of Canada. Now he's joined Fruehauf Trailer Company of Canada, Ltd., as v-p and director of sales. He started with Goodrich back in '31 as a store manager; for the past few years has been in charge of fleet sales throughout Canada. Bill is a familiar figure to the trucking industry north of our borders: He's known as "Mr. Roadeo" from one end of Canada to the other—an honor accorded him because of his activities in charge of National Roadeo. He's served on the National Roadeo Committee ever since the first event was held in '47. As national chairman he is given a large slice of credit for the huge success of the 1952 event. He frequently lectures at Canadian universities on motor transport subjects.

**SILEX** has a brand-new president and to get him it had to go outside the company. He's Stanley M. Ford, serious, able, sure of where he's going. He has been president of the Chicago Electric Manufacturing Co., has the reputation of being one of the most vigorous and effective merchandisers in the electric housewares field. Under his leadership Chicago Electric moved from a virtual unknown to a leader in many areas of the industry. Besides being a hard-hitting salesman, Ford has been active in appliance industry activities of the National Electrical Manufacturers' Association. In '47, as chairman of NEMA Section Merchandising Committee he spark-plugged selection of "electric housewares" as a more descriptive name for small appliances. Born in NYC, he graduated from Colgate, joined G-E two years later. He was sales manager of the company's heating devices in '42 when he became deputy director of the Consumer Durable Goods Division of the WPB. After the war he joined Chicago as sales manager. Married. Three children. ▶





◀ **BACK TO SOCKS ...** goes Marshall Gregory. He's come back to Interwoven Stocking Company as its sales manager, no less. For 30 years Marshall was an Interwoven salesman—started in 1918 as assistant to Edward Nichols, the *first* Interwoven salesman. But in '48 affable Marshall Gregory retired as an Interwoven salesman to help run Gregory's Men's Store in York, Pennsylvania. (Gregory's was founded in 1905 by his dad, is recognized as one of the most successful men's stores in the U.S.) In addition to owning Gregory's he's been a v-p and a director of Interwoven and president of York's Chamber of Commerce, to boot. But Gregory is a man who can't confine his salesmanship to the retail level: When Interwoven went after him to take over its key sales post he left his store in able hands and walked away without a backward look.

**THE VACANCY'S FILLED ...** This year John Knighton, Servel's v-p in charge of sales resigned to head the firm which is Servel distributor for the peninsula part of Florida. Servel took its time finding the right guy for its big job. Meet him: He's James F. Donnelly, one of the country's top specialists in the field of appliance distribution and merchandising. He's been, for 8 years, with the Water Heater Division of A. O. Smith—first as sales manager, then as marketing director and finally as assistant general manager. Before that he had worked for Bastian-Morley. Have a story: Jim didn't like Bastian's advertising copy. "I told them if such copy was the best they could do, they could count me out." Bastian's management wired back: "Can you do better?" His one-word reply: "Yes." The company made him sales promotion and advertising manager. (P.S. He did better, too.) ▶



# "Treasure Hunt" Stirs Point-of-Purchase Push For California Wines

New twist: It wasn't set up to pay off on sales volume. The big idea was to induce dealers, hotels and restaurants to develop creative merchandising ideas to stimulate customer interest in wines as drinks and food ingredients.

*Based on an interview with*  
**EDMUND A. ROSSI • Manager,**  
*Wine Advisory Board*

Every sales manager, manufacturer, and industry group knows that if the dealers who stand between product and customer will *sell* that product as it should be sold, results in increased volume and profits will provide a stimulus for continuing effort in the same direction.

Edmund A. Rossi, manager of the California Wine Advisory Board, puts it this way: "Retailers, in particular, feel that they are fired at from all directions. So many promotions are offered to them, it is difficult to prove to them that they can increase their sales by doing simple things which involve your product. To get them to concentrate long enough to see this for themselves may require an initial, or a periodic, inducement."

The inducement, in the case of the Wine Advisory Board, is a contest which is unique in that the deciding factor in making awards is not sales. Prizes are not awarded for winning the game in the superficial sense, but for showing the best mastery of the game. The idea has produced excellent results.

The wine industry's "game" this year was called "Treasure Hunt." It was staged during Wine Week, October 11-18. Package and grocery stores, restaurants and hotel dining rooms competed. Only one person from each place of business—owner, manager, or designated employee—could be an official entrant in the contest. The 212 merchandise prizes totaled \$7,140 in value. Winners could choose what they wanted from 1,200 items listed in the Cappel, MacDonald & Co. catalog, ranging from dishwashers, Deepfreeze equipment,

car-top boats, gold watches, tool chests, youngsters' play gymnasiums and bicycles, to household and hobby articles.

There were two grand prizes (each worth 60,000 points or up to \$420 in value); 10 second prizes (each worth 10,000 points or up to \$70 in value); 200 third prizes (each worth 4,000 points or up to \$28 in value).

Contestants were judged on their promotional activities during Wine Week. They signified their intention to enter the contest by filling out a form by October 1. Official entrants (1,863 this year—more than double the number who entered last year's contest) then received a contest report form and instructions, together with four pages of illustrated ideas. The

Wine Advisory Board supplied sales aids which will be described later. The Reuben H. Donnelley Corp. judged the contestants.

Retail store, restaurant, hotel, club and tavern groups had slightly different methods of promotion and report forms to fill in, but the same aim: to stimulate as many people as possible to "discover the pleasures of wine."

The wine industry set the scene by spending \$400,000 for magazine, newspaper and point-of-purchase advertising—planned by the Wine Advisory Board—to remind the public that October was "Wine Discovery Month." It was a perfect tie-up opportunity for the restaurant trade because October is Restaurant Hospitality Month. It was equally well-timed for retail stores because the National Cheese Festival is held in October, providing opportunities for cheese and wine related-item promotions. The National Restaurant Association and the American Dairy Association and their local affiliates cooperated.

Contestants were provided with 20" x 15" six-color, die-cut display cards with double-easel back; radio announcements, direct mail ideas, suggestions for handmade signs, shelf strips, newspaper mats, and a sales tool called the "Wine Selector" which enabled customers, even if inexperienced in wine buying, to choose wine without the help of salespeople. Contestants were also provided with copies of the contest rules and a report form appropriate to their activities. Here are the questions retailers had to answer on the form:

1. Has your staff personally suggested wine to every customer?
2. Have you advertised wine in connection with this promotion?



TYPICAL IDEA NO. 1: Not "shrimp boats," but "wine boats," came to Weingarten stores in Houston, Tex., during National Wine Week. This Weingarten display took advantage of the fact that Wine Discovery Month happened to coincide with October's Cheese Festival. That "combination" idea keeps cropping up more and more often.





**TYPICAL IDEA NO. 2:** This one (left) was a grand prize winner. Alfred J. Buckley, manager of Brandywine Liquors, Wilmington, Del., receives a \$300 merchandise order in recognition for his timely idea for basing a promotion on Thanksgiving's traditional turkey dinner.

(Contestants were required to list media, show clippings of advertisements, give radio and TV station names and program dates, provide direct mail samples, list mailing dates.)

3. How many cases of wine have you displayed during the promotion period? (Photographs of displays were required.)

4. Describe here or on attached page any special events arranged by your store before or during the Wine Week promotion, such as a store wine festival, a wine tasting, a wine educational program for clubs, groups, or any other wine sales promotion not specifically mentioned in this form.

5. How many of your regular salespeople have completed the Wine Study Course?

6. What wine promotional fea-

tures have you used during the period (check one) October 4-18, 1952 or October 11-18, 1952?

7. Complete the following statement in 35 additional words or less: "It's good business to suggest wine to our customers because..."

("Yes," "No," or "Illegal" had to be checked for each question.)

The last two questions were identical on the restaurant group report form, as was the special-events query, except that the events differed: "a glass of wine with meals, etc."

Additionally, restaurant contestants answered questions as to whether or not they had wine displays in their dining rooms (photographs required); displayed a wine bottle with display card or collar, showing price, on each dining table (sample card or collar required); featured wine on their



**TYPICAL IDEA NO. 3:** Star Grocery, Berkeley, Cal., also developed a tie-up with the October Cheese Festival. They pulled crackers into their floor display, too. Note the "free booklets on wine" box, the use of a full-page Borden magazine advertisement.



**TYPICAL IDEA NO. 4:** A Cincinnati Kroger market worked out an appeal in which port wine and fruit cake were co-starred. An almost sure attention-getter from the housewife who was beginning to think about Thanksgiving and Christmas entertaining.



**TYPICAL IDEA NO. 5:** Some of the Wine Advisory Board's earlier spade work done to encourage wine-with-meat promotions paid off during the Treasure Hunt. This display in the Saratoga Super Market, Silver Spring, Md., makes good use of small colorful posters.



menu cards (sample menus required); used table tents, menu clip-ons with wine copy, and/or miniature wine lists on tables; had waiters or waitresses offer wine suggestions to each diner during National Wine Week; paid waiters or waitresses a flat rate per bottle or a percentage on all wine sold. Restaurants also had to report what percentage of their regular personnel had completed the Wine Advisory Board Wine Study Course, and whether they had seen the industry motion picture, "Daily Double," which teaches how to double wine sales in restaurants.

The reference to "illegality" on the report forms may need explanation. Laws or ordinances governing the sale and promotion of wine differ from state to state, sometimes from city to city. Contestants were not penalized for failure to engage in promotional activity prohibited by law. The Wine Advisory Board also was advised of any local restrictions on wine selling.

The laws of Michigan and Ohio are sufficiently different to warrant special mailings. For example, Michigan does not permit contests. The event was therefore recast to become "Michigan Wine Week Promotion" and questions on the report form were adapted to that state's restrictions. In Ohio, wine tasting and gifts of wine to public officials are illegal; so is free wine with restaurant meals. Mailings to contestants in that state pointed out these facts. There were other mailings for states in which restaurant contests are illegal. The event, in that case, was a "promotion."

First notice of the Treasure Hunt contest reached retailers and restaurant men in August, with the mailing of 11,000 entry blanks plus information, illustrations of the main prizes, and comments from last year's contest winners telling what participa-

tion had done for them over and above the prize winning.

The second mailing went to entrants only and included the rules, report form, sales promotional ideas, and samples of publicity which could be prepared for local newspapers, radio or TV.

A third mailing went out in September to the complete list with a "Last Call . . . for prizes, publicity, profits!"—reminding the trades of the October 1 deadline for contest entry.

### Object: Sell it Right

In the meantime, there were special mailings to wholesalers, distributors, and California wineries. Wholesalers and distributors of California wines—3,500 of them—received the Treasure Hunt folder and sample entry blank, with this message: "Now a contest for stores and restaurants—DOUBLE profits for you! It's all a part of the biggest, strongest industry sales drive in wine history. . . . Wine Discovery Month. Read attached and get YOUR retail outlets started early." A second mailing included samples of the material sent to contest entrants. Distributors could order supplies of the entry materials, rules, report forms, etc., for use and distribution by their salesmen.

The mailing to wineries suggested that they pattern their advertising "closely after the big \$400,000 industry campaign for October"; that they use the same or similar headlines and, in particular, that they make prominent use of the theme line: "Discover the pleasures of wine." The argument: wineries and distributors would benefit as well as the industry.

A memorandum to wineries recommended "things to consider for Wine Discovery Month and National Wine Week . . . Plan related advertising

. . . Send letter to wholesalers . . . Instruct staff to show wholesalers the Wine Discovery brochure (copies available to interested salesmen); urge wholesalers to help retailers register and win in the National Wine Week Contest (copies of prize lists and registration forms available to interested salesmen); get wholesalers and employees to discover for themselves the pleasures of wine."

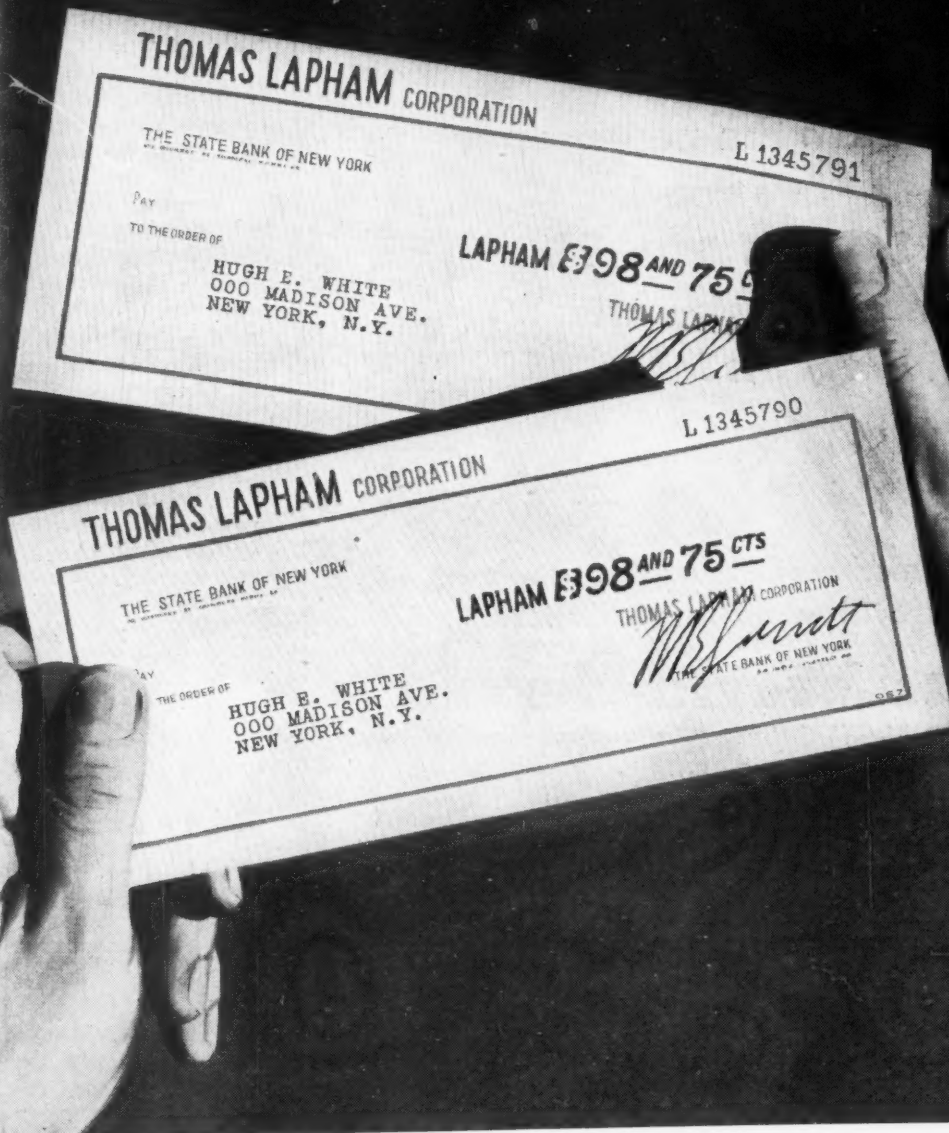
Individual wineries backed up the program with approximately \$1 million worth of advertising during October and cooperated with the distributor group in helping retailers and restaurants to make effective showings.

The industry considered this latter phase of the retailer incentive program important since distributor salesmen were in a position to know which stores, restaurants or hotels might be encouraged to do a better job than they did with the promotion of wine.

Why were sales results left out in judging the entries? There were many reasons, but the basic one was that the industry is interested in seeing *that good merchandising methods are used to sell wine*. It is also interested in encouraging the largest possible number of retailers and restaurant men to benefit by those sound methods. In staging a contest, the industry wants all outlets that sell wine to the consumer, regardless of size or sales volume, to have an equal chance of winning awards.

As Board Manager Rossi puts it: "A store or restaurant selling \$10,000 worth of wine a month, and one selling \$500 worth, might do equally effective merchandising jobs. If size of outlet or sales figures played a part in the contest, there would not be fair judgment. Neither would there be incentive for small retail stores or restaurants to do their best—or to enter at all. Furthermore, sales, even if impressive, do not neces-





## Two dividends

Any effective advertising returns a dividend of profitable sales.

But some advertising also returns a second dividend.

It sells the products or services of a company in a way that generates public respect and confidence for the company itself . . . that creates brand

loyalty . . . that provides a foundation for future sales.

As controls are lifted, as goods get more plentiful and competition for customers increases, it becomes increasingly important to make sure that your advertising investment will return *both* dividends.

### YOUNG & RUBICAM, INC.

ADVERTISING • New York Chicago Detroit San Francisco  
Hollywood Montreal Toronto Mexico City London

**We publish the newspaper  
that's read  
in 3 out of 5 homes  
in Nebraska and  
Western Iowa**

**that's a market of 1 1/2 million people  
with 2 billion dollars to spend**

**Omaha World-Herald**

O'MARA & ORMSBEE, National Representatives

251,539 Daily — 257,164 Sunday  
(ABC Publisher's Statement for March 31, 1952)

**TO ALL MANUFACTURERS AND DISTRIBUTORS  
of Residential Construction Materials and Related Products**

**Announcing an important research study:**

"FORECASTING RESIDENTIAL CONSTRUCTION ACTIVITY, BY STATES, 1950-1960"  
FOR USE IN SETTING SALES QUOTAS.

The study describes a technique of forecasting residential construction, based on an intensive analysis of new Census data which reveals which states can be regarded as "overbuilt" and which states are "underbuilt". Forecasts are then presented for each state for the years 1955 and 1960, and in the Appendix we indicate how corresponding forecasts may be made for any single year between 1950 and 1960. The study took several months to prepare, and in our estimation offers one of the most useful analytic tools ever applied in a marketing research problem.

The report arose as a result of the

many letters addressed to the editors of SALES MANAGEMENT MAGAZINE, for whom we prepare the Annual Survey of Buying Power, asking for data that would enable manufacturers of construction equipment and related products to set sales quotas in accordance with regional growth trends in residential construction.

The report, running to twenty pages, plus three charts and a statistical appendix containing about fifty columns of data, completely covers construction activity in the forty-eight states and District of Columbia. For details on costs, etc., write to

**MARKET STATISTICS, INC.**

Research Consultants to Sales Management  
432 Fourth Ave., New York 16, N.Y. MU-4-3559

sarily show how good the job of merchandising is. An outlet doing, say, a \$1,000 wine volume a month may have the potentiality—given a good merchandising job to do—for \$3,000 a month."

A "good merchandising job," as defined by the wine industry, gives the potential buyer the answers to such questions as: What is wine? Why does the customer want wine? How much does wine cost? Wine industry executives have found that the retailer—or restaurant owner—whose displays, merchandising techniques, and advertising provide answers to these questions before the customer thinks of them, is almost certain to up sales. They recognize that "most people in America need help in buying wine," and that "only at point-of-purchase can this help be given."

To determine whether a retailer or restaurant owner provided this help, these criteria were used in judging contestants:

**It Started in '50**

Did the signs used in displays "talk" (give a reason for buying the wine)? Was the wine clearly priced? Was the customer told how wine could be used? Was anything done to call attention to Wine Week (sound trucks, wine tastings, etc.)? Were handmade signs used? Were the industry's point-of-purchase materials used? Did contestants advertise locally? Did they use direct mail? How well did they merchandise price? Have they learned about the effectiveness of jumble displays, or do they think of a display as a neat and pretty pyramid which customers are afraid to disturb?

This year's incentive—the most successful the industry has staged—was not born fully grown. Two years of experimentation and preparation are behind it. In 1950 the Wine Advisory Board began to provide stimulus for retailers and their sales personnel to prove for themselves what effective wine merchandising methods can do to increase their profits and compensation. Similar contests based on over-all merchandising were staged; however, during the first year sales managers of wine wholesale companies were included, in a separate contest, to stimulate them to discover what wine can do for their sales.

In 1950 a third contest was staged during Wine Week for display men of firms that did not sell wine but could use wine and grape themes as background for, or in company with,

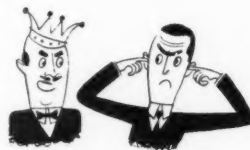


# THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

12 WELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

How many Sales Managers are in trouble  
because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.



The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product.

Reduce the guesswork and you cut the waste.

How much is your own company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss - what to put into print that will be more certain to return your investment with profit?

Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.



That's the basis of "Ditch-Digging Advertising"\*: knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

*The Schuyler Hopper Co.*

"Ditch-Digging Advertising"\* that Sells by Helping People Buy.

\*Reg. U.S. Pat. Off.



The sales picture is sunnier than ever this year on Florida's booming Gold Coast — where a million and a half winter tourists will swell sales volume in the biggest season ever — where more hotels have been built since the war than in all the rest of the world combined — where retail sales topped a billion last year — and where you can use a single medium, The Miami Herald, to sell the nation's biggest vacationing audience plus more than 800,000 year 'round residents, at remarkably low cost!

See your SB&F man, today.



JOHN S. KNIGHT, Publisher

STORY BROOKS & FINLEY, National Reps. Affiliated Stations — WQAM, WQAM-FM

MIAMI -- An International Market

promotion of their own merchandise or services (department, clothing and furniture stores—as tie-ins with fashion, glassware, table-setting, or in utility company showrooms, etc.).

Prizes were 16-inch television sets, 36-piece sets of fine glassware for wine serving, etc. The second year the prizes were \$300, \$150, \$50, and \$10 merchandising orders at any store of the winner's choice. That year the contest was limited to retail outlets. The reason for the change was that the first year's contest for sales managers of wholesale wine and liquor companies had so effectively done its job that they had learned for themselves the merchandising possibilities of wine. Display managers, too, had benefited from the aesthetic as well as the business advantages of a display tie-up with wine and Wine Week. They did not need inducement to continue.

How can the effectiveness of this year's concentration on retailers, restaurateurs and their personnel be evaluated, since sales were not the deciding factor?

### They Were Surprised

Actually, Rossi observes, although sales were not the deciding factor in making awards, sales invariably increased. Wine sales increased up to 100% in many instances and there are individual records of much higher increases. Most winners admitted that they had not known how much wine they *could* sell. And that was their reward—and the industry's reward.

Success of the incentive program is measurable in other ways. The industry's example has been followed by wholesalers and distributors who have staged incentive contests of their own for their salesmen and for their customers; by retailers who have staged in-store contests for their sales personnel; by restaurateurs who have stimulated their waiters and waitresses to promote wine in the same way. Prizes and incentives vary. Popular prizes have been champagne or cases of wine for sales over a specified quota.

The cumulative effect of the contests held during the past three years is reflected, Rossi points out, in the 1,863 entrants in this year's contest as compared with approximately 800 last year. And in the fact that, this year, records have been made in Wine Week displays throughout the nation; in advertising tie-ins by retailers, wholesalers, bottlers, wineries; in widespread publicity; in demand for industry sales tools; in tie-in displays by allied industries.

SALES MANAGEMENT

# Many Buying Influences At Once

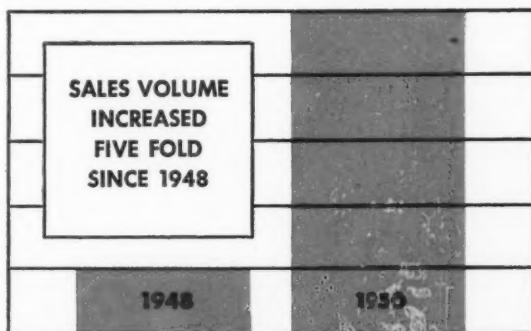
YOUR SALESMAN CAN'T get his foot in all the doors, all over town, at the same time. With only one set of legs, he can call on only one prospect at a time; but you can help him "stretch" his legs with Business Paper Advertising.

For Business Magazine Advertising reaches both the known and unknown, direct and indirect buying influences with your advertising message . . . calling on thousands of prospects at once. It *ferrets out* . . . *contacts* and *conditions* . . . the prospects for your product or service. And it does the job at pennies per call.

We call the consistent use of Business Publication Advertising "Mechanized Selling" because it mechanizes the first three steps to a sale. For this high-speed, low-cost sales tool makes and maintains contact, arouses interest, creates preference and enables the salesman to concentrate his valuable time and skill on the important job of making the sale.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film, "Mechanized Selling . . . Blueprint for Profits," which is available for showing at sales meetings.

## HOW "MECHANIZED SELLING" EXPANDED MARKETS AND IMPROVED PRODUCT RECOGNITION



In 1948 XYZ Company launched an advertising program to widen the markets—in many industrial fields—for products made from their plastics. Media: a select group of business magazines. Results: a five-fold sales increase in two years.



A manufacturer of wire rope and control cord stepped up his advertising in Business Publications. Brand recognition and product preference studies conducted before and after the advertising had appeared, showed that the Company's standing had advanced from 11th to 3rd place in the field.

**McGRAW-HILL PUBLISHING COMPANY, INC.**



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION





### Store-Door Distributor At Work:



RAY YOUNG of Elgin, Ill., started after World War II with one truck, a few products. Now he has six trucks, maintains warehouses in Joliet and Waukegan, sells a growing line of perishables, semi- and non-perishables in Northern Illinois.



DISPLAY-BUILDING part of his service is valued by overly-busy store-owners. Here, after getting permission of grocer, he is arranging setup of chili products. He makes his own hand-lettered signs, even saves the time of a salesperson by stamping price on each can.

## "Wagon Jobbers" Grow Big: They're Now Doing a Billion a Year

Today they have a fancier name: "store-door-service distributors." They're a staunch aid and an eternal comfort to the overly busy grocer. They keep track of stocks, build displays, maintain watchfulness over the perishables.

BY DAVID J. ATCHISON

With the advent of television, the American people developed an appetite for snacks, something tasty to munch on, which would add to the enjoyment of a favorite program. Sales zoomed on such items as pretzels, potato chips and packaged French fries, popcorn, cheese and crackers. Most happy with this new demand for their product lines were the "store-door-service distributors" who for many years had supplied food shops with these and many other items.

Television should not be given too many fancy laurels for making these

goodies available to the American appetite. It was during the modernization of the old-time "wagon jobber" that semi-perishables began to appear in grocery stores and, attractively packaged and sensibly merchandised, they caught on with the public. For manufacturers, distribution of their products through the wagon jobber seemed like a good idea; he was able to supply the grocer with fresh perishable and semi-perishable foods, and in a hurry — something the wholesale grocer could not do.

The wagon jobber filled a definite need in the field of food distribution.

He told manufacturers: "You're only as good as your distributor, regardless of how good your product is. You can spend thousands of dollars in advertising and promotion, but if you can't deliver in a hurry—you're lost." The wagon jobber was "in." To his original line of cheese, margarine and mayonnaise, he has added many other food-items.

Wagon jobbers are responsible for more than one-tenth of all the grocery [food] business in the U.S. Total food business is over \$10 billion a year and wagon jobbers get more than a billion of this a year. There are no exact figures available but the National Food Distributors Association believes this estimate to be fairly accurate.

Let's take a new look at the wagon jobber and see how he's doing today. We've come to take him for granted and know vaguely that he "delivers things" to grocery stores. He has become an important factor in American eating habits—this combination distributor-salesman-service man.



STOCK-CHECKING is an important part of Young's routine operation. The candid camera has caught him at work on "his" end of the freezer cabinet-counter. All items shown under his hands are distributed through him. They include pickled herring, horseradish, canned biscuits. He is careful not to overstock.



IT'S A NEW ITEM, and it's a non-perishable—a spot remover. Young tells his sales story to his prospect, Richard Gromer, manager of a super market. Addition of such items to stocks carried by store-door distributors indicates growing acceptance by grocers of kind of service these men offer. List of non-perishables handled is growing.

The old wagon jobber bought directly from the manufacturer and sold to a regular route of grocery stores. The system remains essentially the same, and such manufacturers as Best Foods, Inc., and Kraft Foods Co. are still happy with the arrangement after more than a quarter-century of distributing by "Serve-as-You-Sell" trucks.

The store-door-service distributor performs a valuable service to the manufacturer as well as to the retail grocer. By acting as branch manager and distributor, he effects a substantial saving for the manufacturer who, if he maintains his own branch warehouse and office, might have a payroll of five or more people and reams of inventory records to keep. The modern wagon jobber usually can get along with one girl to answer the telephone and keep books.

A store-door-service distributor may have a small warehouse and five trucks, each truck manned by a salesman-driver who is familiar with the needs of the customers in his territory. He is able to estimate fairly accurately the amount of stock the traffic will bear. Since "fresher stock and quicker turnover" is the basis of his success, any customer's store will be no more overloaded than will the warehouse, which will stock only enough food items to meet estimated

current needs of customers. Small quantities, no waste or spoilage—wider margin of profit.

The distributor and his men usually start their work at 6:00 a.m. and often wind it up at 10:00 p.m. Some men who are "sufficient unto themselves," a one-man distributorship with one truck, follow a more rigorous schedule, doing the work of five people.

By Friday evening the salesman-driver knows what he'll need for the next week and hands in his inventory sheet with the order. Loaded with items on Monday, he starts the week with a minimum of lost motion, for in some cases he must drive hundreds of miles a day. His predecessor once thought he was accomplishing miracles by making deliveries 50 miles away in his little truck, but with modern packaging and refrigeration, grocers can be serviced as far away as 1,000 miles from the point of distribution. Manufacturers of quality foods recognize this method as ideal for getting national distribution in the simplest, most direct and economical way.

If a large manufacturer wants to keep tab on the market, he sends one of his district liaison men out on a trip with the store-door-service distributor.

A recent analysis conducted by the National Food Distributors Associa-

tion revealed that the store-door-service distributor, more than any other single factor, has been instrumental in establishing national markets for packaged cheese, horseradish, pretzels, pickles, salad dressing, ice box rye bread, bake-and-serve biscuits and canned meats such as deviled ham and Spam.

There was a time when a wagon jobber was happy to get a \$2 order. Now he feels that \$2,000 is a "good figure" from a large chain unit or a large independent. He knows that an item must have volume possibilities to insure proper turnover, that the average item must have a potential of at least \$25,000 a year. If one store doesn't sell a perishable item fast enough, he picks up the supply and moves it to a store where it will sell. This is especially true of frozen foods. A wholesale grocer cannot afford to give this service to either a manufacturer or a retailer.

Non-perishables are also handled by the store-door-service distributor, usually as a convenience to the retailer. Since the success and growth of this type distributor was founded on rapid service in perishable and semi-perishable foods, he prefers to be known best in this connection.

During the past few years distributors have reported success in selling imported canned hams from their

any way

you look at it



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Established 1920

420 Main St., St. Joseph, Mich.

**We** publish two good newspapers  
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**We** sell advertising space at  
reasonable rates.  
It produces sales.



**The Courier-Journal**

**THE LOUISVILLE TIMES**

Owners and operators of  
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371.134 DAILY • 300.970 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

## From Dobbin to Dodge

The "wagon jobber" first put in his appearance on the American scene when "You and I Were Young, Maggie." He rattled around from store to store in his light express wagon, selling butter and cheese (later, margarine and mayonnaise) to local grocers. When the horseless carriage was finally accepted as a possible means of future transportation, he speeded deliveries and expanded territories with his camel-back Ford truck, carried fresher merchandise and spent more time helping the grocer set up displays.

With the advent of hard roads the wagon jobber sold in earnest, covering neighboring towns, carrying a line of perishables and semi-perishables. To big-name manufacturers he became the answer to their problem of distribution.

Today, a typical service-truck food distributor, as he is officially known ("store-door-service distributor" to the trade), conducts a million-dollar business in fast and wide distribution in a fleet of trucks. The first frozen fish filet package was delivered by one of these distributors in 1932; with such successful delivery of so perishable an item, he became the man responsible, to a large degree, for the frozen food industry becoming the giant it is today. These men, more than any one factor, also have been instrumental in establishing national markets for packaged cheese, mayonnaise, dressings, pretzels, pickles, noodles and a host of other items.

A quarter-century ago, food distributors took themselves seriously as a group and formed the National Food Distributors Association. There are now 3,040 members with an average of seven trucks each, and 40,000 salesmen-drivers.

trucks, and have found increased appeal and price in something from the "old country." This is especially true in sections where foreign-born people are predominant. Other distributors include the sale of nuts, shoestring potatoes and cracker sandwiches in filling stations, soda fountains, cocktail lounges and even pool rooms.

Typical major food manufacturers, packers or importers who are serviced by store-door distributors are:

Adams Corp., Beloit, Wis. (Korn Kurls, caramel corn); Baker Boy Bakeries, Los Angeles (coffee cakes, cake icing, cookies); Battle Creek Dog Food Co. (Miller's dry dog foods); Borden Cheese Co., New York City; Fireside Marshmallow Co., Chicago; I. J. Grass Noodle Co., Inc., Chicago (Mrs. Grass' egg noodles, noodle soups).

A. Hampel Trading, Inc., New York City (imported Danish foods); Heublein Food Importing Co., Hartford, Conn. (soups, marmelades, condiments); Jelke Good Luck Products,

New York City; Thomas L. Lipton, Inc., Hoboken, N. J. (tea, soups); Louis Milani Foods, Inc., Los Angeles (condiments and desserts); Red Star Yeast and Products Co., Milwaukee; Standard Brands, Inc., New York City (Blue Bonnet margarine, Fleischmann's yeast), and Zion Industries, Inc., Zion, Ill. (Zion cookies and candies).

The store-door-service salesman-driver is important to the opening of a new grocery store. He is treated like a welcome member of the family by the harassed store manager or owner. Like an eager father at the birth of his first child, he is on hand before the opening to dress up the dairy case and help with displays of allied products. Once he has his products set up he leaves—but comes back, maybe four or five times on opening day. He keeps the shelves filled to accommodate the crowds and is able to spot what items might or might not move in a particular locale.

Institutions, too, are serviced by



store-door distributors. No point-of-purchase merchandising job here, where products are referred to by gallons or 10-pound boxes. Driver-salesmen find this strictly a selling job, but one which requires every bit as much effort and service as do retail stores. However, institutional buyers tend to prefer products sold by these men because of insured freshness.

America's "giants," the big grocery chains, are good customers of store-door-service distributors. Managers of these stores are busy men and appreciate services rendered by modern wagon jobbers. By managing their own particular product sections—stocking shelves, setting up displays, creating ideas—the driver-salesman takes a sizable load off the store's sales staff. The A & P chain, in particular, has lauded store-door-service distributors for their assistance.

Wagon jobbers organized their own group in 1927 and called it the National Food Distributors Association. It is a non-profit organization headed by Emmett J. Martin, secretary and manager, with headquarters located in Chicago.

### A Group Creed

Membership is made up of individuals, firms and corporations engaged in the distributing business or in "activities allied to the store-door-service distributor." The Association has dedicated itself to *service* for the benefit of the retailer who is assured of more profit from products handled by member-distributors because they:

1. Deliver only needed quantities, frequently, plus in-the-store service. This insures rapid turnover of merchandise and well-displayed stocks.

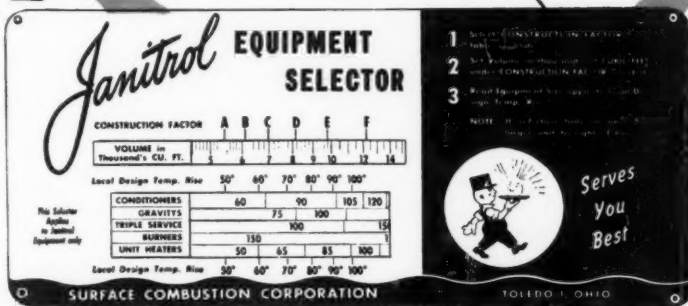
2. Deliver needed quantities frequently but insure *legitimate* profit by discouraging large-quantity purchases with consequent risk of stale merchandise and cut prices, and by discouraging free items, deals and special concessions.

Steady competitive methods are easy to fall into when a man is out on his own selling from a truck to a grocer. Association members experience very few of these shenanigans, for they have discovered that their neighbor distributor is a good fellow with no greater faults than their own: that they can sit at a table with him in the presence of other distributors and correct unfair competition and misunderstandings as often as they occur. Membership today stands at 3,040,

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# IN ALL THE WO

*the New York station  
where listeners listen  
and sponsors sell...key  
station of MUTUAL  
Broadcasting System*

with an average of seven trucks each; total salesmen—drivers—40,000.

Late last summer the Association observed its Silver Jubilee at a convention in Chicago. More than 8,000 people attended, many taking in the special meetings, clinics and panel sessions. Secretary Martin, in that office since the group's inception, received a standing ovation from more than 500 food distributors and manufacturers. To start his 26th year at the helm, Martin was presented with an inscribed gold watch and \$2,000 in savings bonds.

No two store-door-service distributors are alike, either in personality or in selling identical lines of products. Backgrounds are varied. Some distributors once were executives with manufacturers; some manufacturers were once distributors. They come from all walks of life: Edward A. Mitchell, Evansville, Ind., distributor, formerly was a congressman. Then there is the railroad conductor from Jackson, Miss., who worked at his regular job one day a week just to stay on the payroll; the rest of the time he built up a food distributing business and is well known for selling the first carload of frozen fish.

More distributors have special-built

bodies for their trucks, which can be transferred from the old chassis to the new one. They estimate they wear out four chassis to one body. Some men cover an entire state in a week, a jaunt that builds up mileage before they know it. Southern distributors prefer International trucks because of widespread service facilities, while northern and western men tend to favor Ford, Chevrolet, Dodge and White.

## **Typical Case History**

A prime example of how the wagon jobber has grown into his britches is the Good Brothers firm, based on Staten Island. Tom and Sam Good have a claim to the food and merchandise distribution through heredity. Their father and grandfather were famous as pioneer steamboat captains in the early Mississippi River traffic.

Tom Good helped to organize the old Piggly Wiggly self-service chain with Clarence Saunders, and later operated stores of his own before entering the food distributing business. He has been on one side of the counter or the other for 35 years, and

with his brother Sam for 25 years. They divide their duties in operating the company.

Good Brothers started in 1929 with 26 trucks; today they have 200 trucks operating from Staten Island through New Jersey, Pennsylvania, Delaware, Maryland, the District of Columbia and into Virginia.

These trucks are based at 19 strategically located warehouses, occupying almost 200,000 square feet. The company is divided into three districts under the direction of the general office. Each district has promotional and merchandising personnel who operate through the sales branches within the district territory. The company never brings in key men from the outside; it adheres strictly to a policy of promoting men from the ranks.

Good Brothers handles only nationally advertised products: Best Foods products, Borden cheese, Snow Crop frozen foods, Nestle's chocolate line, Mrs. Grass' soups, Gaines' dog foods, Von Holton pickles and Avonset.

Down in Dixie, business has been going along well for old-time wagon jobbers. Prominent in the South and in the Association is Paul K. Hamil-

# WORLD

# WORKS!

In all the world there isn't another station like WOR.

For years, its powerful voice has reached into 14 states—and today its programs serve downright devoted audiences throughout this 26,000,000 listener market.

For years, such WOR-established personalities as John Gambling, Martha Deane, and the McCanns have been winning the confidence of listeners—a *must* factor in selling. WOR also has new stars—stars who will be selling the New York market for years to come.

That's why WOR sells more products for more advertisers than any other station in the world.

Let us show you how WOR can sell for you.

ton, head of Hamilton Foods, Birmingham, Ala. He made a modest start in the food distribution business in 1915, and is considered to be the first wagon jobber in that city. He originally sold only poultry and produce to grocers, but soon added Nucoa margarine. By 1917 he had his first "camel-back" Ford truck, and took on such Best Food items as mayonnaise, horseradish, mustard, relish spread and pickles. The plausible thing to do was to stock the truck with merchandise and hire a salesman who could deliver the order at the time of sale. Hamilton's fleet of trucks now operates in the 30 north Alabama counties below the Tennessee line. He still has some of his original salesmen-drivers.

Hamilton sold the first "Sweet-cakes" from his truck, a sugar cracker item which sold 6 for 5c and would, as he recalls, "choke you before you could reach water." Items carried by his 15 trucks today are mainly spaghetti and macaroni under the Ronco trademark. In addition to the Best Foods line, he distributes Old Time Foods (bread mixes and cake icings), Nesle's cocoa and chocolate, Weston and MaMa cookies, and Holland bread (special Dutch recipe).

Hamilton trucks service 2,000 stores with these products (placing them in super markets, chain stores,

Supplying the customer with the information he asks for, is only half the job. The salesman with experience will supply him also with the answers to questions he does not ask. In many cases, this is more important than the former. The prospect's unuttered objections become stumbling blocks in his own mind when he quietly considers the few things you have told him. It is almost as dangerous to tell a prospect too little as to tell him too much. That's where the salesman's psychological aptitude enters the picture. That's where his experience stands him in good stead. Remember, it is not only what you tell the prospect that counts, but what he remembers.

**Successful Selling  
for the New Day  
By Harry Simmons**

cooperatives, independent grocers and (famous in the South) "ding-a-lings," home-owned grocery stores with living quarters in the rear—where a doorbell jingles when a customer enters.

Tom Cuneo, a major food distributor in Memphis, Tenn., and president of the National Food Distributors Association, addressed the group at the opening of their recent convention: "I believe that the final outcome of our discussions will bring out the necessity of including the consumer, as well as the retailer and the manufacturer, in our first and foremost consideration—placing of foods in the consumer's hands in the most economical way possible."

Cuneo predicted a more rapid expansion in the sale of perishable and semi-perishable food items in the immediate future, which would result in prices to the consumer and larger profits to the retailer "through quicker turnover of fresher stocks."

The store-door-service distributor has not, like Topsy, "just grown." Through constant emphasis on *service*, he is as necessary to modern American living as the doctor and dentist; in fact, he has created a profession all his own.



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**Chesterfield Started it.**

Current ads claim: "Nose, throat and accessory organs not adversely affected by smoking Chesterfields . . ."

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**FTC Told the Court:** "The defendant is claiming for its Chesterfield cigarettes a quality allegedly not attributable to other cigarettes . . . the quality of non-irritation . . . Tobacco is a drug . . ."

**But the Court Tossed out the Charge:** "Congress, had the matter been considered, would not have intended cigarettes to be included as . . . a 'drug' . . . no 'drug' is involved in the sale of the defendant's product . . . The complaint must be dismissed . . ."

## Chesterfield Wins in Court Against FTC's Ad Charge

Round one quickly went to Liggett & Myers on the Federal Trade Commission's injunction against the "Nose, throat and accessory organs" claim. Was FTC too zealous?

BY JEROME SHOENFELD • Washington Editor

The Federal Trade Commission's attempt to muffle Chesterfield's "No Adverse Effects" claim by means of injunction has been tossed out of court by District Judge Irving R. Kaufman, in Manhattan's United States District Court. The motion for temporary injunction against Liggett & Myers Tobacco Co., New York, was withdrawn December 1.

FTC's gripe: (1) It's unfair for L & M to claim its product, Chesterfield, possesses a quality which is not attributable to competitive cigarettes; (2) tobacco does affect nose, throat, etc., because it is a drug, and drugs affect human functions.

Said Judge Kaufman: "I am conscious of the Commission's failure in the past to treat . . . cigarette advertising under its 'drug' powers. . . . As times and conditions change it is fitting that an administrative agency, before resorting to the legislature, should seek new means of coping with still unsolved problems."

He concluded: "In its zeal the agency must not exceed the bounds of its statute."

Because it is a delicate business, FTC rarely pushes injunctions before

the pudding has been proved. FTC was granted the power of injunction in 1938, but avoided using it until three years ago—against "Imdren," which, in contrast with most aspirin, was recommended for rheumatism.

Then, this November, the Commission took a second shot; without hearings it stopped a cure for arthritis, bad teeth, gout and infected appendix.

The Chesterfield plea, designed to pioneer a new field, was third.

From Judge Kaufman's remark about "zeal," it is not to be inferred that FTC has been seized with an enthusiasm for injunctions and that it will now scatter them across the land, make discounts uniform and advertising pure. It can't. The power, granted 15 years ago in order to tame the patent medicine makers, was restricted to false claims on behalf of "food, drugs, devices or cosmetics" — "devices" referring to such things as electric health machines. Law already condemned false advertising for its unfairness to competitors; the new Act protected people, particularly those made credulous by sickness, from the whoppers dreamed up to sell patent medicines. And Congress was

thoughtful about granting injunctive power; it wouldn't let the Commission yank an advertisement already in press.

The problem was to use this law, designed to quiet the medicine men, to take back the literary advantage which FTC had just given Chesterfields over the other cigarette makers. The Act allows the use of an injunction when it "would be to the interest of the public," which seems to give the Commission leeway. It was a matter of showing that Chesterfields are either a food, drug, device or cosmetic. Lawyers have no superstitious awe of mere words.

The Act goes on to define "drug" as whatever is listed in the Homeopathic Pharmacopoeia of the United States—an official compilation of drugs—or articles to treat disease. Bravely, the lawyers searched the massive volume and found "tobacco." Unfortunately, the description fitted tinctures and the raw leaf from which they're made rather than Chesterfields. They threw in the word and went on. They studied the advertising they wanted to enjoin and wrote in their plea to the Court that "defendant in advertisements has represented directly and by implication that Chesterfields are made in such a manner as to prevent irritation to the nose, throat and accessory organs of smokers thereof." Computing machines, represented as preventing clerical fatigue, might qualify under "device."

Chesterfields defended on the obvious ground that FTC had stretched "drug," with which the Court first hearing the case agreed. Despite that dragnet, "interest of the public," it may be that higher courts in this or some other case will have to decide whether the Commission is stretching the purpose of the law as well.

Yet, it's easy to see why the Commission took this course. In a typical

Albany Times-Union ★ Baltimore American ★ Boston Advertiser ★ Buffalo Courier-Express ★ Chicago Herald-American ★ Cincinnati Enquirer ★ Cleveland Plain Dealer ★ **Dallas Times Herald** ★ Detroit Times ★ Los Angeles Examiner ★ Miami Herald ★ Milwaukee Sentinel ★ New Orleans Item ★ N. Y. Journal-American ★ Philadelphia Bulletin ★ Pittsburgh Sun-Telegraph ★ Portland Oregonian ★ St. Louis Globe Democrat ★ St. Paul Pioneer Press ★ San Antonio Light ★ San Francisco Examiner ★ Seattle Post-Intelligencer ★ Syracuse Herald-American ★ Washington, D. C. Times-Herald

# The ★ ★ AMERICAN ★ WEEKLY



*...now in Dallas, too!*

Now, The American Weekly adds **THE DALLAS TIMES HERALD** to the 23 other great newspapers distributing this more modern, more dramatic, more serviceable Sunday magazine.

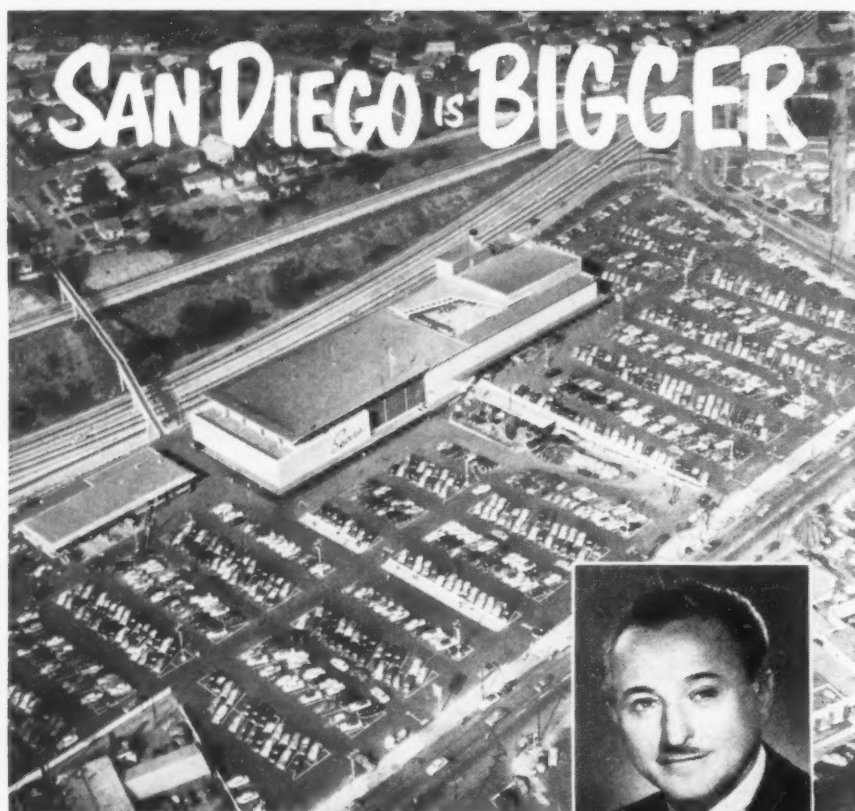
Through one of the most respected and powerful newspapers in the Southwest,

The American Weekly now gives still more coverage of one of the wealthiest, fastest-growing areas in the United States.

Enthusiasm grows and grows as The American Weekly continues to move up in editorial vitality, up in advertising revenue, and up in strategic market strength!



DECEMBER 15, 1952



## SEARS new MULTI - MILLION DOLLAR STORE

To keep pace with the growth of the city and county, Sears has expanded its San Diego retailing operation by providing a shopping headquarters that will measure up to the finest of the company's properties anywhere in the nation, according to Manager S. A. Epstein. The new Sears store has 1300 employees - 700 more than at the old location. The year 'round air-conditioned building contains 193,000 square feet - three times more than at the former location. Modern parking facilities accommodate 8000 cars daily. "Our just completed store," says Epstein, "brings to full realization plans which have been more than seven years in the making by the company. We have complete confidence in the sound economic future of San Diego."



REPRESENTED NATIONALLY BY THE  
WEST-HOLLIDAY CO., INC.

*the only media providing "SATURATION" coverage of the  
BIGGER San Diego market.*

case, where every seller of a product makes the same phony claim he supposes his customers expect, the Commission will first suggest a sales code, "Rules of Fair Competition."

Commission lawyers will decide to seek cease-and-desist orders. With perfect fairness, they send complaints simultaneously, or almost so, to all the companies. But careful timing of complaints doesn't insure equally well timed stop orders. The cases drag on separately. Some rush ahead as others jam. The final result, after not only trial examiners and Commissioners but the courts have been heard from, is ragged edged. Meanwhile, a company whose advertising had been exemplary when the first complaints were drawn, can reward its earlier scrupulousness by paraphrasing the slogans now denied to the others.

You might wonder why FTC lawyers should worry about a little thing like that, why they should fret that the steady course of the law condemns some before others—sometimes long enough before to upset a market. Isn't it their job merely to enforce in the manner laid out by statute and regulation? It's a simple fact that Agency lawyers, not to mention Commissioners, are uncomfortable with such results, particularly when they're as conspicuous as cigarette advertising. They look for remedies.

### "... Of All the ..."

Besides, there's Congress. Congressmen have a way of not letting well enough alone. They pick up and magnify every discrimination anti-discrimination agencies engender; they scold and question; hedge about appropriations. Moreover, congressmen are forever complaining about the puffs coming over TV and radio. Appropriations hearings are full of long dialogues in which a congressman angrily and repetitiously nags an FTC spokesman on why, with all this money appropriated to the Agency, cigarette companies are allowed their wild chatter, going on to hair tonics and cough remedies. Except in election campaigns, they hate spots. Here's a wee bit of documentation from the 1953 FTC appropriations hearings:

Rep. Albert Thomas (Tex.): "I listened to the radio last night for a while, and every time I turned it on there were the cigarette advertising people, and of all the wild advertising that ever was on radio, theirs is the worst. Just what does the Commission do about that?"

FTC Commissioner Stephen J. Spingarn: "Well, we have had quite

SALES MANAGEMENT



a number of cigarette cases. We have issued orders against Camel, Lucky Strike and Old Gold . . ."

There are pages and pages of such questions and answers, in which all the congressmen join. You find it every year, and the same grilling is applied to the Federal Communications Commission man, when he goes to the Hill for money.

The earliest cigarette complaints, filed in 1942, were against Philip Morris, covering that brand and Dunhills; Reynolds Tobacco, which sells Camels; American Tobacco with its Lucky Strikes. In 1943 followed a complaint against Lorillard whose main line is Old Golds.

### FTC People Smoke, Too

As you read the old documents, you find little to distinguish them from each other. Neither do the advertisements complained of, differ much from what's claimed nowadays—or at least was very recently; there's no quaintness. One complaint: "Throats and mouths of smokers of Philip Morris cigarettes, after a day of smoking such cigarettes, are not as fresh and comfortable nor the breath as pure and sweet as in the morning before smoking such cigarettes." Another: "The use of Camels irritates the throat . . ." A third: "Luckies are not less acid than are other popular brands of cigarettes."

There followed years of hearings at which hundreds of experts paraded before trial examiners and before the Commission—experts on subjects as

diverse as correct statistical analysis of sample polls, tobacco grading, the human cell structure. The bulky volumes in which appear their statements and their responses to questions are more instructive than entertaining. As they were being compiled, the copywriters naturally ignored it all.

Finally, in 1950 and 1951 Commission decisions and orders came forth. They were issued against Luckies, Camels and Old Golds; a trial examiners' decision was filed against Philip Morris last January. The texts, which say horrid things about the several brands, did not scare their writers from cigarettes; as elsewhere, everybody at FTC smokes.

Drafting the orders was hard. If you stopped, "Not a Cough in a Carload" in those words, the copywriter could paraphrase. If you tried to enjoin the meaning, the copywriter could switch the idea a little. On the other hand, to order that there be no false claims merely repeats the law. What the draftsmen did was to list all the claims and, however much they overlapped, forbid each. They were upheld, with slight modifications, in court.

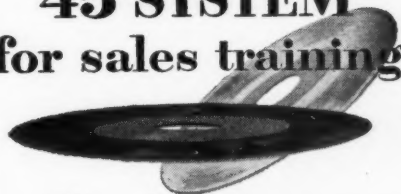
There had been a case against Pall Malls, which the Commission dropped since the texts complained of were given up. The advertisements now assert that Pall Malls, by virtue of their king size filter themselves, which is true for the first few puffs.

There stands the drive on cigarettes. As it's being completed with the case against Chesterfields, the Commission may incidentally broaden

its own power to use injunctions. Although this power was granted on behalf of the sick, it is rarely used for that. Indeed, cases against patent medicine are rarely rushed; they're often dropped with the companies allowed to advertise as before: "Anacin is like a doctor's prescription; it is composed not of one but of many ingredients," though the peculiar merit of a prescription isn't the number of ingredients but the fact that, after diagnosis, it's prescribed.

The probable answer is that FTC, like other organizations, drifts or is pushed into policies as much as it plans them.

## NOW the RCA VICTOR '45' SYSTEM for sales training



Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

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RADIO CORPORATION OF AMERICA  
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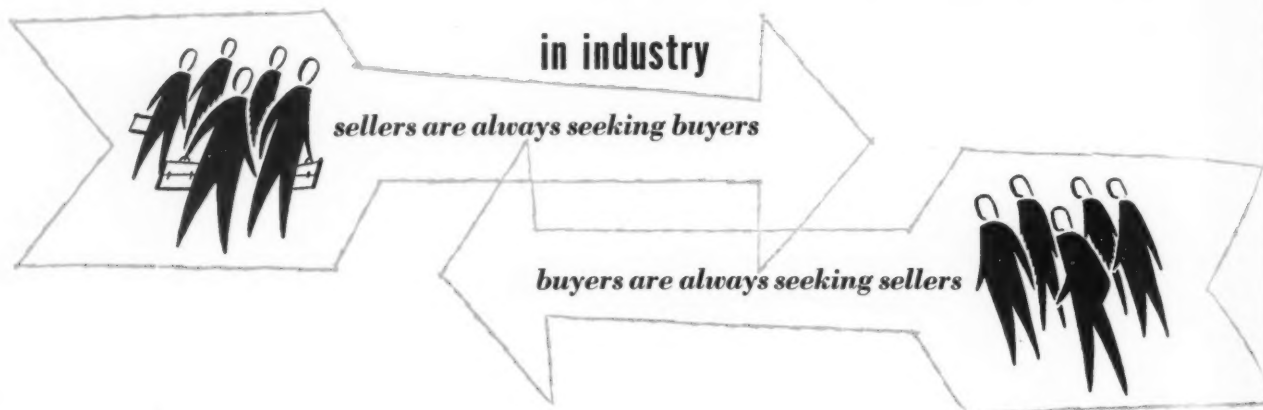


**CREATE THAT FESTIVAL AIR!**  
**GIVE AWAY IMPRINTED EAGLE BALLOONS**

**EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO**

# TWO-WAY MARKETING

**CUTS OUT BIG WASTES IN INDUSTRIAL BUYING AND SELLING**



Most industrial orders—in fact, 9 out of 10—result from action *initiated by buyers*. In most cases, manufacturers' catalogs are the buyers' first-used source of information for comparing competing products and deciding whose salesmen to call in.\*

Here you have the cause and the cure for the waste in one-way marketing programs that are built on the single idea—more aggressive selling.

Every day, thousands of sellers hunt for buyers. At the same time, thousands of buyers are hunting for the right sellers. Weeks are often wasted before they get together, simply because the information which would have put them in immediate touch with each other was not in the right place.

This waste can easily be avoided. Catalogs can

be placed in the hands of all important potential buyers and kept accessible in their offices so that they can be found and used instantly whenever buying needs arise.

By this simple step, sellers can remove the roadblocks that hamper and delay buyers on their way to buy. Instantly accessible catalogs provide the missing element for effective *two-way* marketing in which selling action and buying action combine to produce orders faster and at lower cost.

Sweet's Catalog Service can help you apply the power of two-way marketing if your products are bought in any of the following markets:

1. product engineering
2. plant engineering
3. general building
4. industrial construction
5. light construction

\*You can confirm this by observing buying practice in your own company. See also NIAA Survey of Industrial Buying Practices, 1949. Available from NIAA for \$10.00. Free Digest on request to Sweet's Catalog Service.



## Sweet's Catalog Service

designers, producers and distributors of manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40TH STREET • NEW YORK 18, N. Y.

**SALES MANAGEMENT**

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Clevel

here's how Sweet's  
can help you harness  
the power of the  
TWO-WAY system of  
marketing

Manufacturers who wish to do so can utilize Sweet's experience and facilities in meeting any one or any combination of these five basic catalog needs:

#### catalog design

to provide the specialized information needed by buyers in specific market groups, make this information easy to find, and prompt the desired buying action.

#### catalog production

to meet quality standards at reasonable costs.

#### catalog market coverage

to reach all important potential buyers, to the point of diminishing returns.

#### catalog accessibility

to capitalize buying interest immediately.

#### catalog coordination

to improve performance of the catalog, along with that of advertising and personal selling, in an over-all marketing plan.

## How We Help Prospects Buy From Us

Thousands of ready-to-buy prospects are always looking for suppliers to whom they can give orders.

by F. L. JACKSON,

Advertising Manager, Grinnell Company, Inc.

Our next year's business will come from people who are going to buy pipe fittings, pipe hangers, unit heaters, valves, or fire protection equipment—from someone. Naturally, we want that "someone" to be Grinnell.

Of course, we are going to advertise in business publications and via direct-mail to tell as many potential buyers as we can reach that Grinnell makes all those things. We will tell them over and over again why they should buy these products from Grinnell.

But that is not all.

We will place catalogs of our various products in the hands of thousands of potential customers so that whenever they want comprehensive information and technical data, they can find it without delay and with almost no effort.

Why do we send out this kind of product data before prospects ask for it? Doesn't this tend to short-circuit requests for catalogs that we could use as sales leads? We don't think so.

Many prospects won't write for catalogs—especially those who are not ready to talk with the sales representative who will follow up the inquiry. Also, we think we stand a better chance to make a favorable sales contact at the prospect's invitation, after he has had the opportunity to study our product in some detail.

It is reasonable to suppose that you can get more orders, faster and at lower cost, if you meet your prospective customers half way. You do this by removing all possible hin-

drances to buying. We don't believe in making it any harder than necessary for a cash customer to find out, through adequate product information, that we have what he is looking for. That is why Grinnell invests a good part of its marketing dollars in catalogs, and in getting them into the hands of prospects where they will do some good.

Most of our catalogs are specially designed for certain markets. Some we distribute individually and others we send out in pre-filed form through Sweet's Catalog Service, where the markets served by Sweet's coincide with ours. This pre-filed distribution (in bound collections of manufacturers' catalogs) gives us good assurance that our catalogs will be kept and used. The fact that we have used Sweet's service for 35 years is a measure of the importance we attach to getting the best possible performance out of our catalogs.

It should be pretty obvious that the easier you make it for your products to be bought, the easier they are to sell. Maybe it would be more accurate to say that it makes them less difficult to sell—because anybody who has been at it even a short time knows that marketing to industry is never easy. About the best you can do is to figure out ways to cut down some of its inefficiencies and some of its cost.

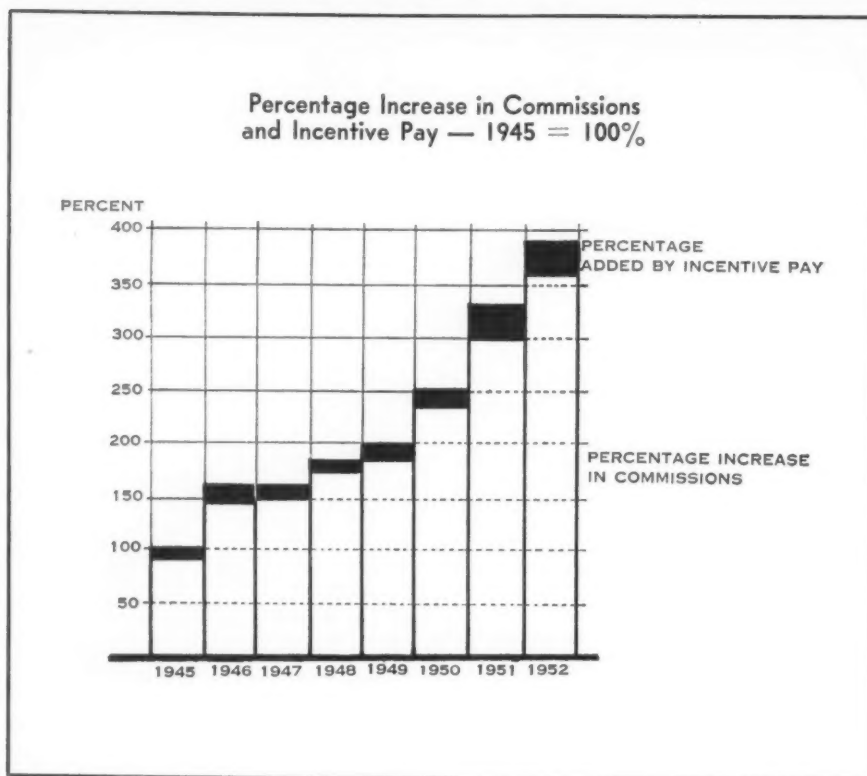
In our opinion, better distribution of product information, so as to anticipate the needs of buyers who are looking for suppliers, offers a big, practical step in this direction.

## g Service

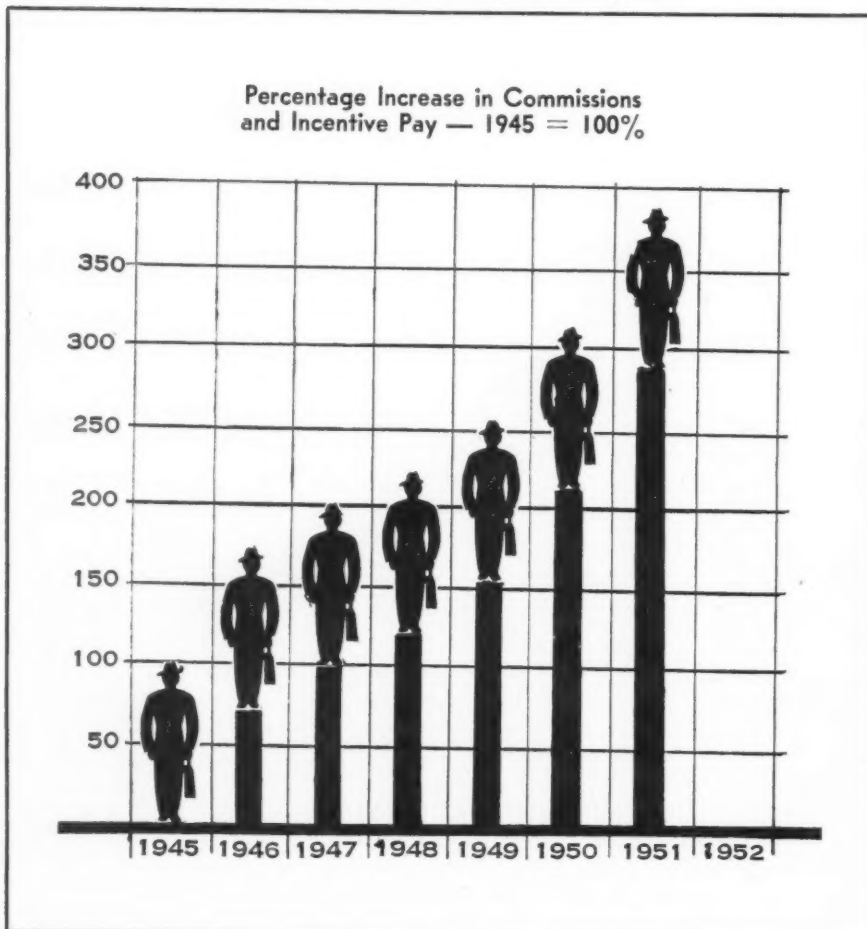
Boston	Detroit
Buffalo	Los Angeles
Chicago	Philadelphia
Cincinnati	Pittsburgh
Cleveland	St. Louis



## 1. Salesmen Earn More . . .



## 2. . . . and More Men Qualify . . .



## What a Is Doing

Based on an interview with  
**GRADY CLARK**

**Vice-President and  
General Sales Manager**

**Investors Diversified Services,  
Inc.**

Investors Diversified Services, Inc., with national headquarters in Minneapolis, assayed five years of operations under a salesmen's incentive pay plan and found it has achieved three distinct goals:

It has increased the volume of "quality" business.

It has improved the over-all production and efficiency of the sales force by helping to hire and keep experienced salesmen, cut turnover, reduce the cost of training new salesmen, and reduce the total cost of doing business.

It is a quick and effective means to pinpoint and correct local or regional staff weaknesses by emphasizing and rewarding efficient salesmanship on a long-term basis.

Investors Diversified Services, Inc., parent company of a group of seven investment companies, has more than \$1 billion under management and serves more than 600,000 individual and institutional investors' accounts in the United States and Canada.

While other investment companies sell securities through brokers and outside dealers, IDS sells only the securities issued by subsidiaries and affiliates through a licensed field force of some 2,200 representatives. These representatives, in turn, distribute only the securities issued by IDS subsidiaries and affiliates.

The IDS sales organization is not a "traveling" group. It is comprised of salesmen who are long-time residents in their home communities. For example, it is estimated that the majority of the participants in incentive pay—top quality salesmen—have been established in their home communities for an average of 10 years or longer. The majority operate in exclusive franchised territories. There is no open territory except in a few large metropolitan areas.

# Bonus-for-Quality Pay Plan for Investors Diversified Services

IDS salesmen distribute two kinds of securities:

1. The "face-amount investment certificate" is a contractual obligation on the part of the issuing company to pay the purchaser a fixed return over a determined period of time, provided the purchaser makes all payments due under terms of the contract. Thus, in purchasing a certificate, buyers are obligated to reach definite financial objectives by regular payments. A "quality" sale in the certificate field, therefore, is one in which the certificate holder systematically makes all payments as due. In a sense, "quality" is a measure of certificate-holders' persistency.

2. IDS also distributes shares in three affiliated "open end" mutual investment funds. A mutual fund is a vehicle whereby the funds of many investors are invested by experienced professional investment managers in a cross-section of corporate and other securities. Mutual fund shares, which may fluctuate in value and earnings in accordance with general business conditions, are redeemable any time at their net asset value based on current market value of the portfolio. Hence "quality" in the mutual fund field is usually measured in terms of whether

purchasers hold their shares — and how long they hold them. A mutual fund investment which is held for longer than two years is generally considered to be a "quality" sale, since the purchaser obviously regards it as a long-term investment.

The IDS incentive pay plan is designed to put emphasis on "quality" selling of both certificates and mutual fund shares.

Emphasis on "quality" is necessary to help both the certificate purchaser and the mutual fund buyer to attain investment objectives. For example, there is an initial sales charge paid by the mutual fund purchaser. If he redeems his mutual fund shares prematurely, he may sustain a loss of the sales charge he has paid. Similarly, the certificate buyer may sustain a loss by failing to carry forward his systematic accumulation payments for the period of time specified in his contract. Hence IDS salesmen, when making service calls on customers, stress the importance of regular certificate payments and of holding mutual fund shares for the long term.

The company, for more than the first 40 years of its operations, compensated salesmen on a straight commission basis. Commissions were paid

as the certificate holder made payments and continued as renewal commissions extending for a number of years thereafter on longer-term certificates. In the early 1940's tests were made of a bonus payment plan, which proved to be too complicated and ponderous.

The present extensive incentive payment plan was worked out in 1944 and became effective in 1945, to supplement and improve the compensation structure. It has since been improved, but fundamentally the objectives remain the same.

Grady Clark, vice-president and general sales manager of IDS, says the purpose of the plan is to:

1. Assure a better "quality" of business on the part of the sales organization, based on factors deemed beneficial to the investor.

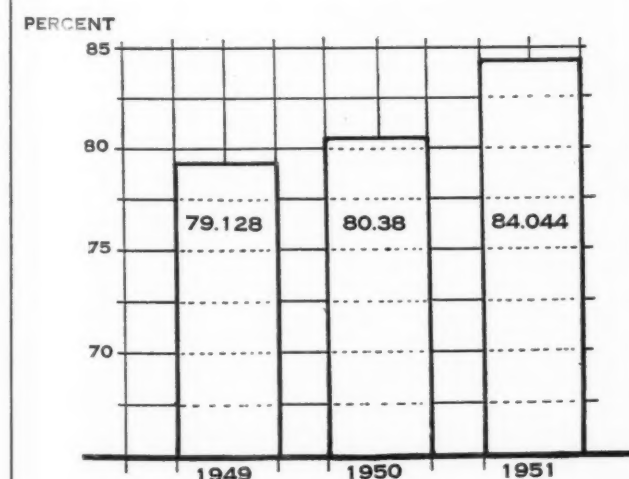
2. Assure the company of continuing service to its customers.

3. Increase remuneration to salesmen and to divisional and district managers because of the better quality business.

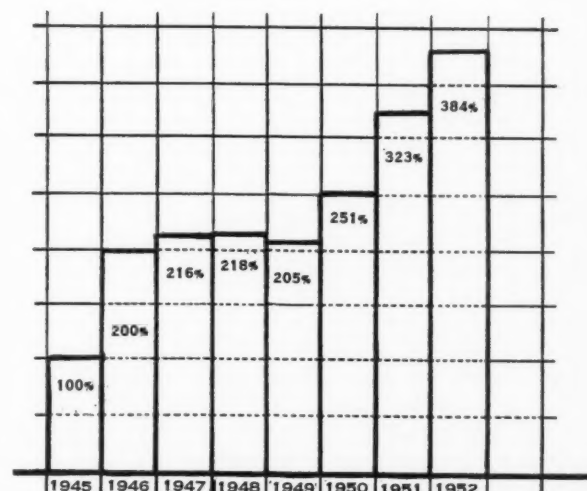
As the plan now operates, the company each year establishes from its records a combined incentive pay "quality" standard. This standard is a single arithmetical figure which rep-

## 3. Quality of Business Improves and 4. Sales Are Up

Combined Quality Progress—Years 1949-50-51



Percentage Increase in Total Sales Volume 1949=100%



resents an exact quality measurement of both certificate and fund business on the books.

There are two sets of criteria for figuring "quality" sales: one for mutual shares and one for certificates.

In the mutual cash sale, the purchaser must retain his investment for two years after date of purchase before that sale qualifies as "quality."

In the certificate field, figuring is done on a percentage basis. If the purchaser was obligated to make 12 payments on the certificate during the year but actually has made only six, that sale is listed as 50% of quality. If the purchaser has made all 12 payments, the sale is listed as 100% quality.

### How "Quality" Is Measured

To qualify for quality business pay, a salesman has to work for the company full time; to have been with the company more than a year (because of a time lag in figuring quality business), and his total sales must total more than \$120,000 during the 12 months figured.

Each salesman's quality business for one year is measured against the national average. To qualify for incentive pay, a salesman must produce a specified volume of sales. Additionally, the quality of his sales is measured against the national average. In other words, volume is essential, but quality counts most in the incentive pay plan.

If a salesman's quality average is the same as the national average, he receives an extra \$3 per \$1,000 for net business written during the year.

For every 5% above the average, he receives an extra 75 cents per \$1,000 for 10% above average quality and \$5.25 for 15% above the average.

However, the scale goes down twice as fast as it goes up. If a salesman's quality business is 5% below the national average, the incentive pay is cut to \$1.50 per \$1,000, regardless of volume. If his quality business is 10% below the national average, he does not receive incentive pay.

Incentive payments are made on October 1, but are based on business of the previous year. If a salesman who is entitled to incentive pay leaves the organization, he forfeits nine months of that pay.

Some results became apparent shortly after the revised incentive pay plan went into operation:

Total compensation went up as business volume and quality increased.

Salesmen who made an effort to lift both their volume and quality business did more thorough prospecting

and a better job of serving their customers. Hence repeat business showed a proportionate increase.

Overhead costs have come down for two reasons: It costs less to service quality accounts and the incentive plan has continued to attract and keep top salesmen. That has cut the cost of training new salesmen and has reduced experiments with part-time or unqualified sales candidates.

As the plan gained momentum, there were more long-term benefits. Although the company has been in business since 1894, the average service age of salesmen has increased more than 25% in the last six years. Clark points to this as evidence that the incentive pay plan builds a force of career salesmen who remain with the company.

One significance of incentive pay is shown in these figures: Of the salesmen who qualified for incentive pay under the 1950 plan, average earnings during 1951 were \$6,106, but incentive pay increased their average income 15.4% to \$7,047.

Figures and facts which have interested the company:

Since 1948 combined quality of all business sold has increased about 5%.

Since 1948 annual incentive payments for quality sales have jumped from 5.5% of total compensation to 8.4% of total salesmen's compensation in 1951.

### Appraisal of Values

Benefits to IDS salesmen—and the company—from the increased quality and more thorough servicing of customers has accumulated in other ways. For example, last year, it was estimated that repeat business ran 40 to 45% of the total fund sales volume. Some 20% came from prospects referred to salesmen by customers. These customers gave IDS salesmen an average of three referral cards to prospects.

The service to old customers in an effort to produce new business is one factor which helped to build the company's postwar sales organization. Clark believes that today's salesman should be (1) convinced and confident that he wants to make selling his career instead of trying to see if it will work; (2) able to explain from the point of view of the customer; (3) efficient and regular in maintaining service contacts with present customers, to hold established business contacts and to build new ones through the good will thus preserved.

The requirement that salesmen leave no question unanswered for the prospective purchaser is not left to chance. Salesmen are constantly re-

mindful to explain to purchasers what they are buying. IDS keeps 9 service supervisors on the road to check samplings of business sold by various division salesmen.

It is Clark's belief that management cannot tolerate the old-fashioned glib sales operator who is careless with the truth and free, fast and loose with misleading statements. Says he: "Salesmanship is and should be the major activity of our economy, and most of the sales organizations of the nation are staffed with career salesmen who realize that their jobs require knowledge and responsibility as well as drive, energy and personality.

"The pressure to sell, which will always be with any sales organization, should never be used as an alibi for improper selling, whether or not the produce or service sold is tangible or intangible."

### Stiffer Hiring Standards

Clark doesn't think much of the man who can sell refrigerators to Eskimos. He contends that he is a liability rather than an asset to a modern sales force because he is guilty of inefficient prospecting and the chances are he can't go back for repeat business.

The IDS incentive pay plan has so raised the standards of salesmen for the company that it is possible to hire only the top candidate of each group of five applicants. At the same time, the company finds it profitable to hire former teachers, who now comprise nearly a fourth of the entire sales organization.

In talks with salesmen, Clark stresses that salesmen and sales managers are the key to full employment, pointing out that IDS has one commissioned salesman for every salaried employee; that in many lines of industry, the efforts of one salesman provide jobs for as many as 10 or 15 production and salaried employees.

"It is evident," says Clark, "that few workers and salaried employees of industries in this country stop to think how dependent they are on the efforts of the nation's salesmen. There is no need to produce goods and services unless that production and those services can be moved into the lives of the people as a benefit to them."

Indication that IDS salesmen are moving their services into the lives of the people comes from company sales figures. Total certificate sales are measured in terms of the total maturity value of all investment certificates sold, while total sales of mutual fund shares represent actual cash proceeds from fund sales.





One great  
reason why

more and more women are demanding  
products packaged in aluminum foil.

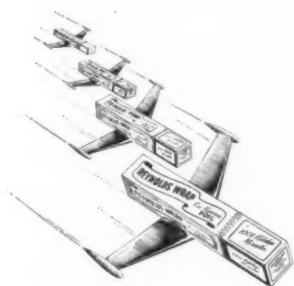


By superior eye-appeal and product-protection, the preference for foil-packaged products has grown steadily. But until recently many women could not put their finger on *the reason why*. Many of them never knew that all this bright packaging was aluminum foil!

Now, with Reynolds Wrap, the great *reason why* has dawned upon millions of housewives. Now they know it's *aluminum foil* that keeps their favorite cereals and cookies crisp, keeps their butter and margarine and cheese at full flavor, keeps dried fruits at just-packed perfection . . . and dehydrated soups, yeast, candy, cigarettes, chewing gum . . . a long and evergrowing list of products. It's aluminum foil . . . the same material as their own wonderful Reynolds Wrap, the original and genuine.

Now the eye-attraction of foil has greater sales power because it's *backed by conviction*. Brand preferences become stronger because women know foil keeps their favorite brand best. So the demand for foil-packaged products grows ever more insistent.

Let Reynolds extensive design staff and technical service help you take advantage of this sales power. Call on the leaders in foil packaging! Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.



Reynolds Wrap is Back  
Return Flight as Guaranteed!



# REYNOLDS ALUMINUM

On that basis, the company had sales volume of \$93,785,087 in 1945, when a satisfactory salesman pay plan was developed. In 1946, as the sales organization's capabilities expanded through the incentive pay plan, sales volume doubled, reaching \$187,785,637. That figure has climbed steadily until total sales figures for 1951 reached \$303,328,508.

That is an increase of 223% over 1945, the year the plan was adopted. Estimated sales volume for 1952 is \$400 million.

Money derived from the sale of certificates is invested principally in

first mortgages on improved urban real estate, and in senior securities and some high-grade preferred stocks. Mortgage investments are managed by the IDS Mortgage Division. It has become the sixth largest mortgage investment company in the United States and has developed and financed some of the largest housing and community business centers in the country.

Money derived from the sale of mutual fund shares is invested in a broadly diversified cross-section of corporate and other securities by an investment and research department.



**"57 VARIETIES" STILL GROWING:** H. J. Heinz grew produce behind this house in 1869, founded a business now growing behind it, too—so much that they're moving the red-brick structure to Greenfield Village, Dearborn, Mich., to make room for plant expansion. Originally, the founder's home was at Sharpsburg, Pa., where he processed and sold food to his neighbors. In 1904 it was taken by river barge to Pittsburgh (shown). At Dearborn it will be among homes of Luther Burbank, the Wright Brothers, and other famous Americans. In accepting the house, A. K. Mills, executive director of the historical village founded by the late Henry Ford, said it "marks the humble beginning of one of today's great industries and will be an important addition to those already in the village which dramatize America's industrial heritage." Special dismantling crews are razing the home; reconstruction will be completed next spring.



**THIS IMPORTANT NEW MAGAZINE** is published by the same people who made *Liquor Store and Dispenser* the leading publication in its field for 17 years.

## NEW MAGAZINE REACHES BIG, NEGLECTED EAT-OUT, DRINK-OUT MARKET

... gives almost exclusive coverage of 3.6 billion dollars of bar-restaurant business

Here's important news for advertisers of *foods, liquors, restaurant equipment and supplies*, as well as all related products and services.

BAR & FOOD now enables you to reach the *top third* of the 120,190 (35,661 commercial restaurants serving liquor; plus 84,529 drinking places serving meals) bar-restaurants in the United States. BAR & FOOD is circulated to over 40,000 individual bar-restaurants that do an estimated business of \$3.6 billion annually. This is the cream of the market.

And BAR & FOOD is the only publication editorially serving this rich bar-restaurant market, issue after issue. No other business publication reaches more than a small fraction of the bar-restaurant owner-operators.

BAR & FOOD is edited specifically to provide the bar-restaurant owner-operator with the information, the case histories, the success formulas that will help him improve his business... that will demonstrate the wisdom of the principle "*the bar makes the profits, but good food brings 'em in.*" Helping the bar-restaurant owner-operator is BAR & FOOD's aim... and yours, too.

Like to know more about BAR & FOOD? Write us. We'll be glad to tell you about our coverage of this rich, hidden market... *the growth segment of the restaurant industry.*





**PLEASANT SURROUNDINGS, GOOD FOOD, GOOD EQUIPMENT, GOOD SERVICE** — these are the magnets that draw a large, steady clientele. Crowded tables mean a crowded bar. A redecorated interior, with sound-deadening ceilings and engineered lighting, can double the average bar check . . . bring in and bring back more customers.



**STEAKS, CHOPS, LOBSTERS, SHRIMP, SPAGHETTI** and many other dishes are the basis of a thriving bar-restaurant. Good food brings in the customers. And that means more liquor profits. You've seen this simple formula worked time after time . . . even in your own neighborhood.



**GREATEST GROWTH SEGMENT OF THE RESTAURANT INDUSTRY . . . the Bar-Restaurant.** Want proof? Ask to receive the Food and Beverage monthly news letter.



**BEHIND THE SCENES** you will find new ranges, new refrigerators, freezers . . . quality equipment and appliances of all kinds.



**THAR'S GOLD IN THEM THAR TILLS:** "The nation's eat-out, drink-out business, which has increased fourfold since 1930, may well double again in the next ten years," says J. Fred Vollmer, president of the National Restaurant Association and vice-president of Stouffer Corp. Annual restaurant sales may be 21 billion to 26 billion dollars by 1962.

# Bar & Food

A CONOVER-MAST PUBLICATION

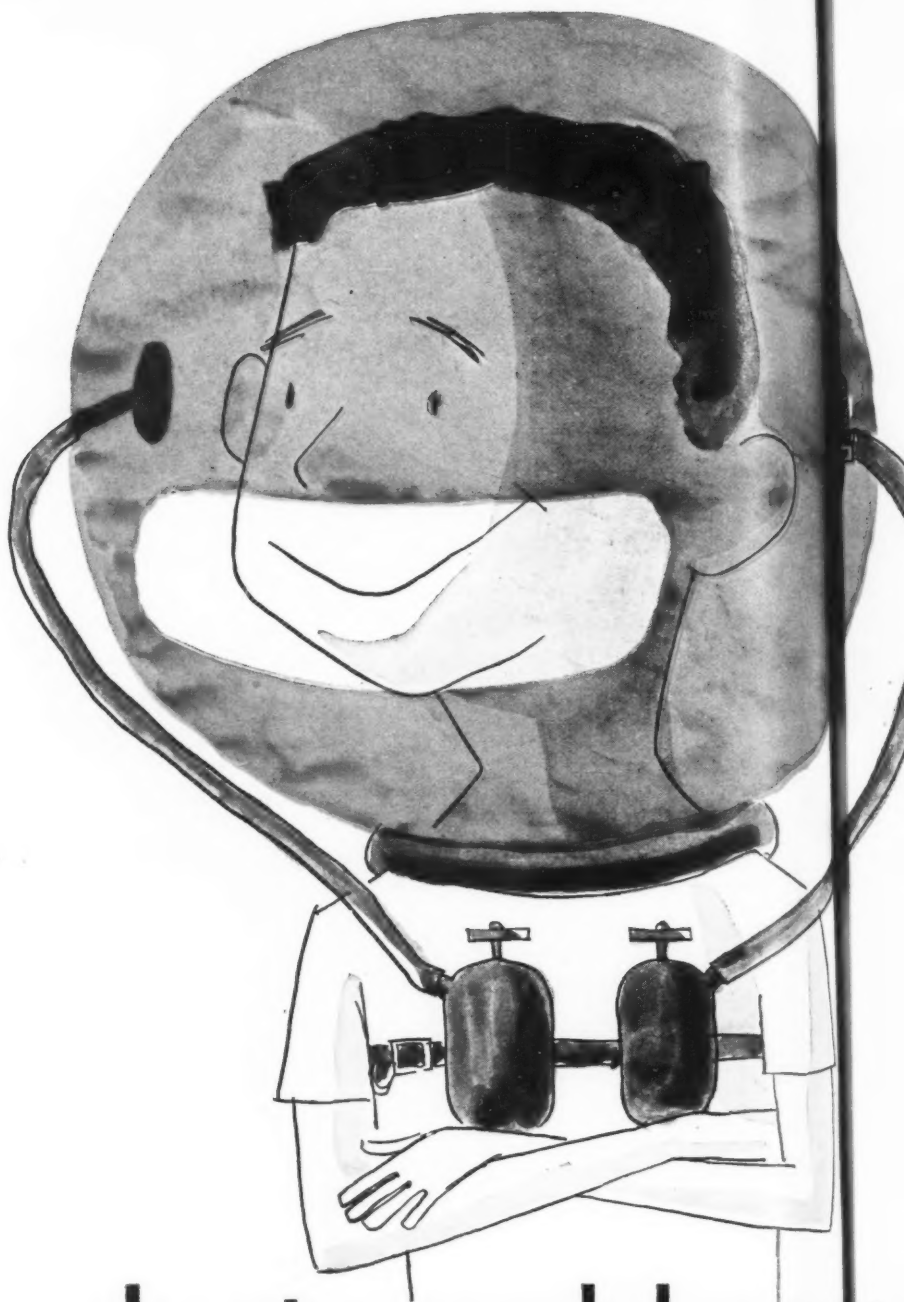
205 East 42nd Street, New York 17, N. Y.

DECEMBER 15, 1952

57



This Nation's Business audience  
is a bunch of eager beavers ...  
If you're lonesome back in the  
home office, and would really like  
to hear from your advertising ...  
If you want orders, coupons,  
inquiries, letters, *results* ...  
NB will get them for you.  
Will these boys send back box tops?  
We dunno, but it's worth a try ...



# Just send box to

Why does Nation's Business deliver? We'll tell you why . . .

Because since the beginning of advertising, nothing takes the place of coverage. A 12-time schedule to NB's 800,000 paid businessman audience puts 9,600,000 mass sales impressions into the business market. When you cut so deep into a pie, the birds really begin to sing . . .

Here's a leader in the *paint* business, for instance. Says three insertions in Nation's Business have already produced 1200 inquiries, better than nine other books. And another, sells *steel buildings*, writes "Lowest cost per inquiry".

Take *glass*. This advertiser reports NB is running ahead of three newsweeklies on coupons. Take *fluorescent lighting*. Letter just received, "Nation's Business excelled all magazines in number and quality of inquiries."

On *heating equipment*, too, this is a hot book. "More inquiries at lower cost than any other publication. Cost was one-third next magazine, one-fourth the most expensive." And *office equipment*, got a parcel of them: "Return of approximately \$5 for every dollar invested."

We can show you *results* for insurance, display signs, oil burners, dictating machines, industrial development, business courses, insulation, safes, pencils, water coolers, stationery. *Orchids-by-air*, even — "It was the tremendous amount of bulk orders for conventions, sales meetings, etc., that put Nation's Business far in advance of any other publication."

Like we said, a 12-time schedule in NB delivers 9,600,000 mass sales impressions to businessmen . . . more, lots more, than you can get in any other business or news magazine. *Try it, today.*

x top and 25 cents

mass coverage of business management



**Nation's Business**

A GENERAL MAGAZINE FOR BUSINESSMEN • WASHINGTON 6, D. C.

# People and their Ideas



WARWICK

J. R. Warwick has been appointed v-p and chairman of the plans board of Morey, Humm & Johnstone, Inc., New York advertising agency . . . Whitney Chain Co. has a new president. He's **Richard F. V. Stanton**—the company's general manager as well . . . New Eastern regional sales manager for Raytheon Television and Radio Corp. is **Donald Jackson** . . . Appointment of **Elihu Robinson** as promotion director of Dell Publishing Co., Inc. has been announced . . . **Thomas J. Dempsey** has been named advertising and promotion manager for The Reeves Soundcraft Corp. . . . Named v-p in charge of the New York offices of Ross Roy, Inc., is **William M. Ziegler, Jr.** . . . **W. H. Polk** is now director of advertising-sales promotion for Pittsburgh Corning Corp.



POLK

## In Behalf of Management

"I make no apologies for American management. I think we've done a good job. But I suspect we have much to gain from the development of basic research in administration . . . And we need to be ready to face up to the fact that results may be temporarily disruptive to long-established patterns of business operation. They may be disturbing to the men who have grown up on the old ways. Progress is seldom painless!" **Sidney A. Swensrud**, president, Gulf Oil Corp., to Public Relations Society of America.

## Word of Warning

The president of the Public Relations Society (and director of public relations for National Cotton Council) let his fellow-members have it at their annual conference: "Anxiety is the most universally distributed of all commodities in the U.S. today . . . Along with more money and machines than ever before we have more mental cases—with more buildings to live in, more physical breakdowns—with more so-called security, more sleeping pills, more ulcers, more alcohol, more nervous collapses . . . We have developed astonishing physical power and have fallen into astonishing spiritual weakness . . . Man is, inescapably, a religious animal and he cannot be truly happy with a healthy bank balance and a sick soul."—**Ed Lipscomb**, in his president's address.

## The State of Things

"With so many appliance manufacturers going into additional unrelated items (a TV maker going into electric ranges)," points out **W. Paul Jones**, president, Servel, Inc. (which is sticking to refrigerators and air conditioning), "distributors hardly know from day to day whether they'll suddenly lose a line or be forced to take on new and unwanted products from existing suppliers."

## Misjudged America

"Because we put a price tag on everything here in America, most of the rest of the world thinks of us as a cheap people who will not buy quality goods." **Arthur H. Motley**.



JOHNSON

**R. G. Johnson** has been named merchandising manager of the Florence Stove Co. . . . **John Bassett, Jr.** and a group of associates have recently purchased *The (Toronto) Telegram*. He's been the newspaper's general manager, will now act as publisher . . . **Lewis Steiger** has been named sales manager, Men's Products Division, Botany Mills, Inc. . . . New gsm, Talon, Inc., is **Raymond Y. Bartlett** . . . **Roy J. Black** has been named manager of the newly-formed Packaging Sales Division, Owens-Corning Fiberglas Corp. . . . **Malcolm Mitchell** has been appointed national sales training director for American Kitchen Division, Avco Manufacturing Corp.



RASMUSSEN

**Arthur E. Rasmussen**, a scant 30, has been named v-p of Congoleum-Nairn Inc. . . . Appointed executive assistant to the president, Ronson Art Metal Works, Inc., is **Donald R. Morse** . . . **Donald R. Brewer** has been appointed general manager of a newly-created Folding Carton and Boxboard Division, Container Corporation of America . . . Appointed advertising v-p of Pepsodent Division, Lever Brothers Co., is **Ambrose J. Addis**.



## WHAT'S MORE -

of the top twenty magazines  
measured by Publishers Information  
Bureau . . .

- "U.S. News & World Report" scored  
the greatest percentage growth!
- Only one other magazine showed  
a greater page growth
- Only six other magazines carried  
more advertising pages

A market not duplicated  
by any other news magazine

*The word is spreading about the ability of  
"America's Class News Magazine" to deliver!*

GAIN OR LOSS

+41.2%

+16.5%

+14.0%

+13.7%

+8.0%

-4.4%



Advertising Offices:

30 ROCKEFELLER PLAZA  
NEW YORK 20, N. Y.

BOSTON • PHILADELPHIA  
WASHINGTON • DETROIT  
CLEVELAND • CHICAGO  
SAN FRANCISCO

# Dear Editor . . .

## FALL GUYS?

Editor, SALES MANAGEMENT:

I fear you have done a grave injustice to America's retail sales clerks.

Unintentionally, through your series of articles "Adventures in Shopping" you have made them scapegoats. There is no doubt lack of effective salesmanship at the retail level is a serious problem and a weak link in the distribution pattern. Nevertheless, you are to be complimented for reviewing and highlighting the need for more and better pre-selling and the importance of making products more self-salable at the point-of-sale.

In these articles the clerk was made the villain, and things reached a point where it almost seemed as if your reporters were gleefully baiting the unwary, innocent clerk. One would gather that sales clerks, for the most part, are discourteous, disinterested, uncooperative, and about as effective as mannequins. . . . Perhaps they are. But I am certain further analysis would reveal the shortcomings lie not with the clerk but with store management.

. . . What did your reporters expect to find in their "Adventures"? Jack Lacy's or National Cash Register salesmen in the guise of clerks behind counters? We all know good salesmanship requires the utilization of tested effective techniques. But how can we expect the clerk to be any better if he is not properly trained?

You have revealed nothing new. This situation has been prevalent for a long, long time. Your articles missed the boat. They would have carried far more weight if they were interpreted in terms of what store management is not doing instead of what clerks supposedly lack. . . .

WILLIAM A. LOWELL  
Brooklyn, N. Y.

(During the months SM presented its "Adventures in Shopping" series, the editors commented frequently on the responsibility of the manufacturer and the store owner. We wouldn't expect retail salespeople to be "National Cash Register salesmen" without training, but it is hard to excuse them for their failure to grasp the idea that their real boss is the customer . . . and that the customer will excuse a lot if the clerk shows courtesy and attention.—The Editors.)

## AGAIN, "ADVENTURES"

Editor, SALES MANAGEMENT:

In your pamphlet "Adventures in Shopping" reprinted from the April 1 and May 1, 1951 issues of SALES MANAGEMENT there was included a short story concerning Sears. The story was number 34 and

was titled "This May Be an Answer to Sears' Success."

Naturally, the importance of informed, informative salespeople cannot be over-emphasized, and Sears has spent a great deal of time and money on its "Know Your Merchandise" Program. Certainly it is evident that the shopper in this particular story bought his liquidizer from Sears because the salesman was in a position to give him all the facts. I feel that the story convincingly illustrates a point which Sears is constantly trying to drive home to its salespeople.

I should like to reprint this story in our store newspaper.

P. T. HINES, JR.  
Advertising Manager  
Sears, Roebuck and Co.  
Richmond, Va.

(SM's editors continue to be surprised at the long life of "Adventures in Shopping." Mail about one or another of these articles continues to come in at an everyday rate.—The Editors.)

## COUNTER ATTACK

Editor, SALES MANAGEMENT:

The Wm. F. Savage letter in the November 1 issue of SALES MANAGEMENT certainly shows him to be the No. 12 type unless the tripe he hands out in paragraph three disqualifies him as a salesman.

While I thought Mr. Jones went overboard on some of his complaints, I do feel that much of [what he had to say] was justified. Many of the types mentioned are still out in force today, just as I met them thirty and forty years ago.

No. 7, "Men who just want to visit," and No. 11, "Who don't know anything about what they have to sell," seem to be in the majority. But what amazes me is that so many of these two types are representing large national concerns. More than once, after one of them has called on us, we have talked among ourselves about how and why such men are sent out.

Usually they are a swell looking lot of dudes with beautiful manners, but that is all . . . to call them salesmen is an insult to the thousands of hard-working conscientious men who make up this great profession.

J. C. RYAN  
Sales Manager  
Ross Manufacturing Co.  
Kansas City, Mo.

(Reader Ryan refers to "Twelve Types of Salesmen I Detest," by Henry Carlton Jones, which appeared in SM for October 1, and to a letter from Mr. Savage commenting on it.—The Editors.)

## VOTE FOR NORMALCY

Editor, SALES MANAGEMENT:

I noted with interest your reporting of Bob Whitney's prediction that within five years there would be virtually no morning shopping.

This proposition lends itself to an interesting consideration of the final outcome, when all phases of merchandising adopt the same plan. Quite obviously the radio and television industry will have to re-rate their time . . .

The theater people will probably run late into the night . . . The barber and beauty shops will not have much reason for opening early. And the wholesalers men will be making calls until 9 p.m.

The more I ponder over this plan, I can see a picture of us all popping out of bed at 10:45 a.m. and rushing to get to work by noon. After we have put in a full day at the regular job, I don't see that we will feel any more like taking the little woman shopping during the last hour before the stores close than we now do.

In view of the fact that I have a great appreciation for remaining in bed in the morning, I am afraid that my wife is going to hold me responsible for the entire idea . . .

My prediction is that we had better plan to do our selling and living during the normal day, and we will do a better job of both.

A. L. PLATKY  
Zone Manager  
Plomb Tool Co.  
Drexel Hill, Pa.

## WHAT BRITAIN WANTS

Editor, SALES MANAGEMENT:

Having recently returned from a three-and one-half-month sales tour of Africa, I have been catching up on my SALES MANAGEMENT reading, and to my horror in Harry Thompson's column I found the following:

Nit—"Europe is always looking for succor."

Wit—"And Uncle Sam is always providing one."

This is not funny. Let American business get sunk into their minds that what Europe wants is *trade not aid*. The sooner that realization is brought into effect the sooner will Americans cease to have to put their hands into their pockets to help Europe.

Despite all the hooey about free enterprise and competition, the moment American producers come up against competition they run to the Government for higher tariffs and other restrictions on trade. It is because Europe businessmen cannot rely on having established trade with the U.S.A. they will be allowed to maintain on a fair competitive basis that makes them chary of wasting effort and money.

Americans must realize that their status in the world today demands that they measure up to the responsibilities that this status carries. *Trade not aid* is the way to do it.

JULIAN ROSE  
Member, Incorporated Sales  
Managers' Association  
London, England

SALES MANAGEMENT

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# MARKETING PICTOGRAPHS

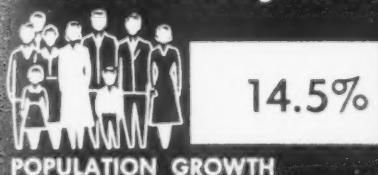
Planned by

*Philip Salisbury* Editor

Visualized and Designed  
by Hile-Damroth, Inc.

## OUR ECONOMY IS STILL ADOLESCENT

In the decade following 1940-50



POPULATION GROWTH



FAMILY GROWTH



POPULATION GROWTH



NEW FAMILY GROWTH

1950-60

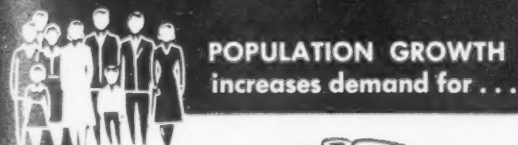
According to the Bureau of Agricultural Economics, in the next ten years the rate of new family formation will double the rate of population growth.

OUR ECONOMY IS STILL ADOLESCENT 12-15-52

This means great opportunities for makers of durable goods, for in the 1940-1950 decade:

Consumption of consumer non-durable goods increased 162.1%

Consumption of consumer durables increased 203.5%



POPULATION GROWTH  
increases demand for ...



FOOD



CLOTHING



DRUGS



TOYS



AMUSEMENTS



FAMILY FORMATION  
increases demand for ...



HOME FURNISHINGS



BUILDING  
MATERIALS



APPLIANCES



AUTOMOBILES



TOOLS & EQUIPMENT

So rapidly is the nation growing that in the hour you spend with this magazine there will be a net increase of more than 300 persons — 460 babies, 170 deaths, 30 immigrants, 4 emigrants.

PICTOGRAPH BY  
*Sales Management*

12-15-52

Sources: Presentation by Redbook Magazine, and the U.S. Census Bureau

**This thing is getting  
FANTASTIC**

• Look what happened in  
July this year compared with  
July last year . . . in Detroit

**SALES UP 102%**

**E & B BREW "103" Bottled Beer**  
Be sure to keep a good supply on hand

From an advertisement of  
Simons-Michelson Co. of Detroit  
As Published in AD DIGEST

# NO! This is not an Advertisement for beer!! ... but about RESULTS

According to the agency preparing the copy, E & B Beer Sales in Detroit jumped 102% in July of 1952. We would like to add a "P.S." to this advertisement and say that this increase came with a switch of the E & B advertising to EXCLUSIVE USE OF THE DETROIT FREE PRESS in July. Now we wouldn't want to claim all

of the credit, but the agency, E & B Beer and ourselves think it might have had something to do with the record. Another "P.S.": Sales of E & B Bottled Beer "Brew 103" in Wayne County kept going up with a gain of 89% in August, 169% in September and 121% in October.

## The Detroit Free Press

JOHN S. KNIGHT, Publisher

"AMERICA'S MOST INTERESTING NEWSPAPER"

STORY, BROOKS AND FINLEY—NATIONAL REPRESENTATIVES



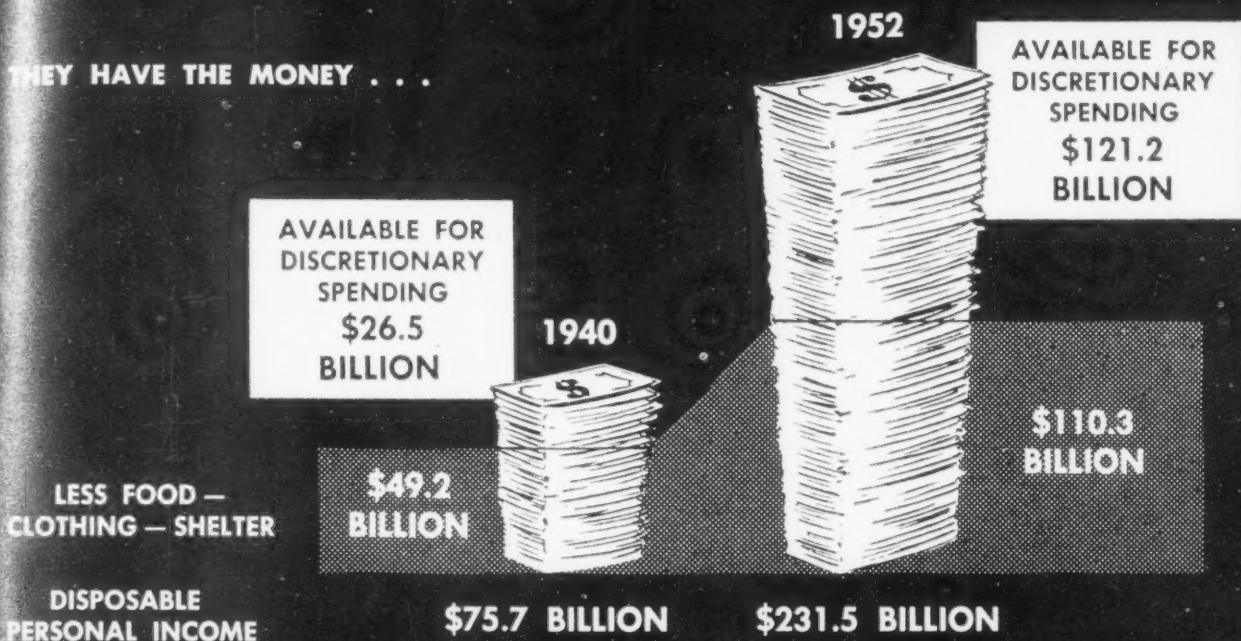







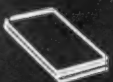
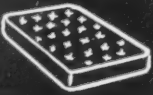

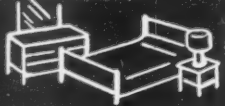

# MORE COMPETITION, NOT FEWER DOLLARS

When people don't buy your product on the ground that they can't afford it, chances are they have the money, but want other things more than yours.

THEY HAVE THE MONEY . . .



And your products today actually cost little more, and in some cases less — priced in hours of work.

AVERAGE PRICE IN HOURS OF WORK		1940	1952
GASOLINE		.17	.17
MOTION PICTURES		.56	.41
MEN'S HAIRCUTS		.80	.76
SHEETS (81 x 99)		1.34	1.51
MATTRESS		9.54	12.85
NEWSPAPER (YEARLY)		17.02	10.57
BEDROOM SUITE		54.94	64.23
LIVING ROOM SUITE		94.74	114.61



It means this:

A generally higher standard of living brings your product or service in competition with far more tempting items than ever before. Your toughest competition is far removed from your own industry.

Sources:  
Arno H. Johnson of the J. Walter Thompson Co., and the Bureau of Labor Statistics

PICTOGRAPH BY  
*Sales Management*  
12-15-52



# 5

# WAYS TO PICK THE RIGHT

## 1 COMPARE CIRCULATION:

Architectural Record's architect and engineer circulation is at an all-time high. Marketwise, the Record's subscribers *verifiably* design—and specify the products that go into—83% of the dollar volume of all architect-engineer designed building, both non-residential and residential.

Architectural Record's coverage of building planning and specifying activity is continuously checked and continuously guided by *Dodge Reports*.

Behind the accuracy and completeness of *Dodge Reports* are . . . 900 trained Dodge news gatherers, operating from 15 district offices and 55 branch offices, covering 165,000 different sources of construction news with 2,215,000 personal calls a year, 1,660,000 phone calls, 334,000 letters and 1,360,000 miles of travel. 240,194,631 copies of 688,357 *Dodge Reports* were delivered in 1951.

## 2 COMPARE EDITORIAL CONTENT:

Architectural Record is the one magazine edited specifically for architects and engineers. And every issue of the Record covers the *full range* of the active architect's and engineer's design interest in a wide variety of building types, both non-residential and residential. Furthermore, Architectural Record is the one magazine whose editorial emphasis on individual *types* of buildings is adjusted continuously the rate at which these buildings are being planned by architects and engineers as shown by *Dodge Reports*.

## 3 COMPARE READERSHIP:

Architects and engineers have voted Architectural Record their preferred magazine in 39 out of 45 reader preference studies *sponsored by building product manufacturers and agencies*.

## 4 COMPARE COSTS:

Architectural Record offers you concentrated coverage of the architects and engineers responsible for four-fifths of all architect-engineer designed building—at the *lowest cost per page per thousand*.

## 5 COMPARE ADVERTISING VOLUME:

Year after year (and again in 1952) more building product manufacturers buy more pages of advertising in Architectural Record than in any other architectural magazine.

In the first 10 months of 1952 Architectural Record carried 51% more pages of advertising than the second magazine, 81% more pages than the third magazine.



**Architectural  
Record**

"workbook of the  
active architect  
and engineer"

119 West 40th St.  
New York 18, N. Y.  
t.Ongacre 3-0700

Mobile Infirmary, Mobile, Alabama  
First presented to architects and engineers in Architectural Record  
Architects: Platt Roberts & Company  
Photographer: Thigpen



# RIGHT ARCHITECTURAL MAGAZINE

## FOR 1953

**WHICH ARCHITECTURAL  
MAGAZINE BEST SERVES  
READERS AND ADVERTISERS?**

### **Ask Architects and Engineers!**

Editorial values are the source of all advertising values. We urge you to find out for yourself what architectural magazine best serves architects and engineers. Ask them—they can tell you.

# DRUG STORES LOSING OUT TO SUPERS



Food stores have caught up with drug stores as sales outlets for dentifrices, and are closing the gap rapidly on shampoos, razor blades and hand preparations.

As compared with 1949, a trade authority in the drug field shows the following drops in selected non-prescription items in drug stores for the year 1951. The drug store percentage of the product sales in 1949 is the base, 100.

		100%
CLEANSING TISSUES	77%	
TOILET PAPER	80%	
SHAMPOOS	80%	
SANITARY NAPKINS	80%	
SHAVING PREPARATIONS	81%	
INFANTS' CEREALS	82%	
TOOTH PASTES	83%	
HAIR TONICS	85%	
HOUSEHOLD SUPPLIES	90%	
CIGARETTES	90%	
CONFECTIONERY	90%	
HOME SANITATION GOODS	93%	
PACKAGED MEDICATION	96%	
COSMETICS	97%	

But on many of these items the chain drug store is far in the lead on a store-for-store basis. Take dentifrices, for example.

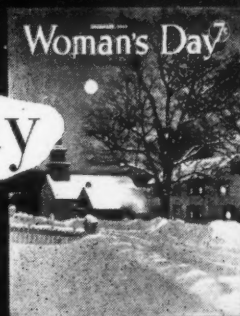
	 <b>DRUGS</b>	 <b>SUPER MARKET</b>		 <b>DRUGS</b>	 <b>SUPER MARKET</b>
	CHAIN DRUG STORES	CHAIN FOOD STORES	VARIETY STORES	INDEPENDENT DRUG STORES	INDEPENDENT FOOD STORES
 % OF MARKET	12%	20%	11%	29%	19%
ANNUAL DENTIFRICE SALES PER STORE	\$3,200	\$1,300	\$800	\$750	\$75

Sources: Drug Trade News and Drug Topics

PICTOGRAPH BY  
*Sales Management*  
12-15-52

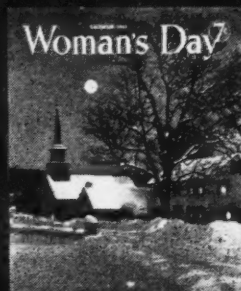


She's  
got  
to  
go  
out  
to get Woman's Day



Because  
Woman's Day  
is sold  
*only at A & P stores,*  
it's entire  
3,839,000 circulation  
is concentrated  
around  
vital shopping centers.

Advertising  
in Woman's Day  
gives you  
*minimum waste,*  
*maximum coverage*  
*where it counts.*

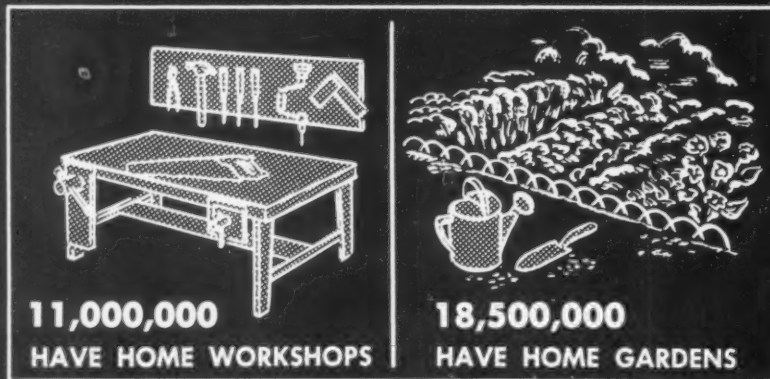


the NATIONAL magazine

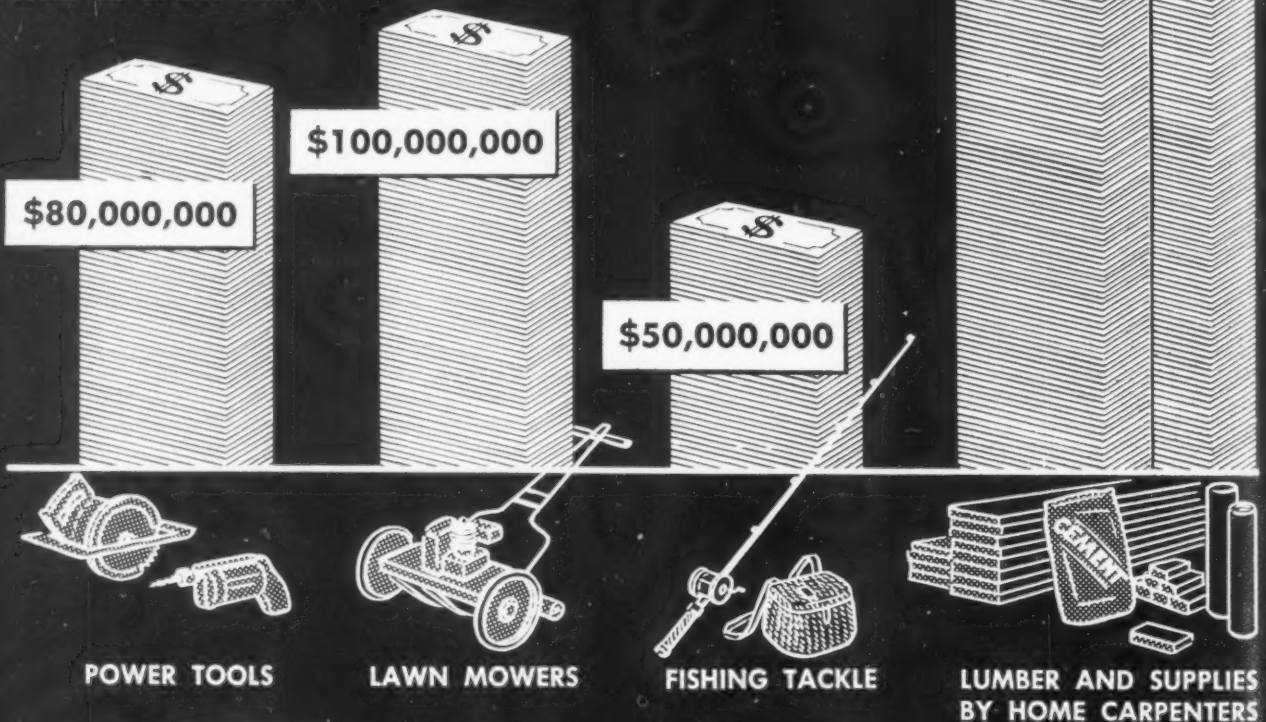
...with the NEIGHBORHOOD impact.

# A LOOK AT THE HOBBY AND CRAFTSMEN MARKET

It's obvious that the \$75 a week bookkeeper can't employ the \$150 a week painter for long. The high wages of construction labor — plus the unprecedented number of new marriages — plus the new homes bought with short capital, have boomed the home-work field.



WILL BE SPENT FOR . . .



In a recent study of transportation advertising in the Los Angeles area, a card featuring "Levi's" was seen and remembered by 60% more people than the next most popular showing. The white collar market for work clothes rivals that of the wage earner's.

Sources: Men's Wear, and Transportation Study Number 14

PICTOGRAPH BY  
*Sales Management*  
12-15-52





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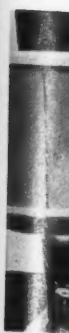
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## **Wet Paint— Made to Order**

Dispenser dries up dealers' inventory, obsolescence problems

If you market a product which comes in many colors, takes up a lot of space, requires time to prepare during a sale, and goes out of style quickly, you'd probably regard a gadget which eliminates all these troubles at once the eighth wonder of the world.

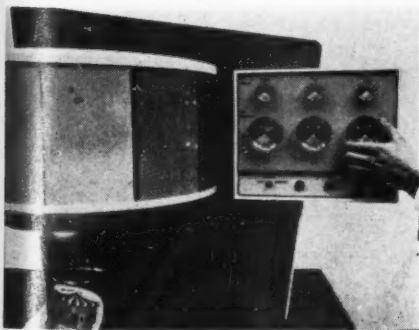
The Automatic Color Carousel, simple as a soft drink dispenser and less space-consuming than an office desk, does just that.

Developed by Standard-Toch Chemicals, Inc., New York City paint manufacturer, it displays, stores, and dispenses made-to-order paints in 90 seconds or less.

The Carousel consists of a multi-colored revolving drum containing special liquid colors dispensed in exact quantity into a can of base paint to produce the desired finishing material.

Shoppers decide the color they want from among 150 sample chips located on a nearby display. They read a code number on the chip, set readings on the Carousel control dials, push the button, wait while the machine pours out the paint selected.

The Carousel takes up 75% less space than that occupied by a similar variety of factory-mixed paints, eliminates obsolescence problems since paints are custom-made. Colors are easily changed to meet consumer buying preferences. Self-service features leave salesmen more time to wait on other customers, make related-item sales. Standard-Toch will make the dispenser available to selected dealers in 1953.



**PR-STO! PAINT:** Customer selects code from paint sample, transfers it to dials on Carousel. He has choice of 150 colors dispensed in exact quantity. Paint can fills up when he pushes the button.

*You can't afford to overlook*

## **The TROY-ALBANY-SCHENECTADY METROPOLITAN MARKET**

*A market with*

**\*11 SUPERIOR POINTS**

*For example:*

**Ranking No. 35 nationally in population  
yet ranking No. 13 in retail sales per capita  
and No. 18 in retail sales per family.**

**And you can scarcely touch the middle  
segment (Troy) of this big market—New York  
State's 3rd largest—without THE RECORD  
NEWSPAPERS. No out-of-town daily news-  
paper even approaches coverage of the TROY  
CITY ZONE.**

### ***Troy City Zone Vital Statistics:***

**Retail sales: \$145,377,000**

**Effective Buying Power: \$170,949,000**

**Population: 123,600**

**Rate: 18c**

**Circulation: 47,296  
(Nov. daily aver.)**

**\*Nov. 10 Sales Man. Mkt. Ranking Study**

## **THE RECORD NEWSPAPERS**

- THE TROY RECORD •
- THE TIMES RECORD •

**TROY, N. Y.**

Thar she goes! LADIES' HOME Journal

**OVER 5 MILLION**

in November!



## A WHALE of a record...

SEPTEMBER . . . . . over 4,850,000  
OCTOBER . . . . . over 4,900,000  
NOVEMBER . . . . . over **5,000,000**  
3rd QUARTER . . . . . up  $\frac{1}{4}$  million, average per issue,  
over 1951

Journal newsstand sales **larger** than any magazine  
carrying advertising

Journal total average net circulation **larger** than any  
monthly magazine carrying advertising





The hair of her head shows...

## What Two Men Did To 350 Million Curls

They made a new pin curl clip for the mass market, but didn't know a buying office from a storeroom. After sheepish first starts the dam finally broke; now two engineers are giants in the hair-care industry. A Horatio Alger story.

What is a mousetrap, a better one, and where does it begin? Consider hair, women's...

If it's straight, women think it contributes to the delinquency of beauty; so, in order to pin-curl it, they spend \$20 million yearly for clips, clamps,

angle iron, hasps, hinges. In dime stores you see frantic women searching—for a better bobby pin.

Kenneth Reiner's wife, Ellen, is like that.

Reiner himself is an engineer. He and Frank Klaus, another engineer,

design and manufacture aircraft lock-nuts in Los Angeles.

When the bottom dropped out of the military market for aircraft parts after V-J Day, Reiner and Klaus, like other manufacturers, were left with a tooled-up plant and nothing to build, nothing to sell. Although the future looked glum for the two young engineers, Ellen Reiner wasn't going to go through indigence without a pretty head. She went to the beauty shop.

She returned with a head-full of pin curl clips, pulled one off, handed it to husband Kenneth. "Why," said she, "can't you and Frank make a better one?"

That was seven years ago. By last June The Kayner Co. had sold 350 million Lady Ellen pin curl clips for a total dollar volume of \$10 million. Daily, a half-million clips rattle out of two plants, one in Los Angeles, one in San Francisco. Branch offices and warehouses: New York, Chicago—from whence rush-orders are teletyped, clips flown to key cities. The line now includes four curler models and a companion bobby pin.

**Distribution:** national, through 20 manufacturer's representatives and their own direct sales force, to wholesalers, notion and drug jobbers.

**Retail outlets:** Most variety store chains and syndicates, independent novelty retailers, 80% of the country's beauty shops.

**The market:** Practically all wed and unwed women who have mirrors and rectilinear hair, and who wish to accept a challenge. According to publication surveys, 60% of our women-folk shampoo their hair at home; 90% set their hair at home, either regularly or occasionally.

**Consumer appeal:** "Twice as fast, twice as easy." Lady Ellens are easy to attach, won't break fingernails or chip teeth. Moreover, price is attractive; most clips are 5c each, but Lady Ellens are 3 for 10c, or 8 for 25c. Clips are all-spring-steel in two parts. At touch of thumb and forefinger clip springs open, looks like a chicken's wishbone.

**Management:** Klaus guides purchasing, advertising, sales and administration; Reiner concentrates on engineering, tooling and production. Profits have been methodically turned back into plant improvement. Overhead is minimized by the absence of high salaried executives. There were

A QUESTION FOR THE ADVERTISER USING NATIONAL MAGAZINES EXCLUSIVELY:

IS

"National" Rational?

FOR YOUR SALES IN DENVER

The advertiser using "national" magazines exclusively is undoubtedly convinced that he is placing his advertising where it will do his retailers the most good.

*His retailers know different.* They know that national magazine advertising can't be timed to *their* selling seasons or to *their* merchandising periods. They know it can't do a complete selling job for them because it reaches so few of their customers. Take Denver for example. Here the leading na-

tional magazine reaches only 16% of the families . . . while the Locally-Edited Denver Post Magazine has 91% coverage!

That's the "rational" answer . . . Magazine Advertising at the *Local Level*! Take your retailer's advice, test your next magazine schedule at the local level . . . in the thirteen markets served and sold by **LOCALLY-EDITED GRAVURE MAGAZINES**.

MAGAZINE  
ADVERTISING  
AT THE  
LOCAL LEVEL

**LOCALLY-EDITED GRAVURE MAGAZINES**

**TOTAL CIRCULATION OVER 3,300,000 COPIES WEEKLY**

For more information about these 13 weekly newspaper gravure magazine contact one of the following representatives. The Branham Co., The John Budd Co., Cresmer & Woodward, Inc., Jann & Kelley, Inc., Kelly-Smith Co., Moloney, Regan & Schmitt, O'Mara & Ormsbee, Inc., Scolaro, Meeker & Scott.

Atlanta Journal and Constitution  
The Nashville Tennessean  
Columbus Dispatch  
Denver Post  
Houston Chronicle  
Newark News  
Louisville Courier-Journal  
Indianapolis Star  
St. Louis Globe-Democrat  
San Antonio Express  
Columbia State  
New Orleans Times-Picayune-States  
Toledo Blade

**NEW 850 LINE PAGE SIZE EFFECTIVE JANUARY 4, 1953**



# WANTED

## AT ONCE

### FOR DELIVERY

During the Coming Year

## \$2,000,000,000

in RAW MATERIALS, PARTS  
CONTAINERS and SUPPLIES

## \$200,000,000

in MOTOR TRUCKS  
and SUPPLIES

## \$80,000,000

in BAKERY MACHINERY

### Will Pay Regular Prices

We buy over 50 kinds of food ingredients; also most every item used in mechanized production and distribution. Cut yourself a slice of our market . . . call a BAKING INDUSTRY representative now.

*This advertisement sponsored by the bakers who read BAKING INDUSTRY, representing 92% of the buying power of the Baking Industry.*

## 15,197 ABC

More bakers subscribe for BAKING INDUSTRY than for any other bakery magazine.

## BAKING INDUSTRY



SINCE 1887

Bakers'  
Helper

105 W. ADAMS ST., CHICAGO 3

fewer than 50 employees when the Klaus-Reiner team finished up first-year business; they now employ 350.

The two engineers feel they are succeeding because they've built slowly, with a minimum of outside obligations. And they place a high value on dealer good will. Their fair-traded prices and "guaranteed sales policy," begun at the outset, have gained them retailers' confidence and resulted in sales stimulation. Temptingly large orders are turned down from drug chains whenever there's a chance that their clips might be used as loss leaders. They realize that loss-leader selling could quickly work havoc in their mass market.

They're not looking for capital gains, and not once did they consider selling the business, even when the going was rough.

And it *was* rough going at first. The founders are engineers, yes; but marketing strategists they were not. They plunged into marketing with beginner's courage and a product which later proved to be highly salable. Klaus and Reiner are the first to admit that they were sales-management greenhorns, and that their first marketing contacts were feeble.

Maybe a jobber they'd met had been right. "Pin curl clips," he warned, "just don't sell."

But the two finally got a clip off the drawing board. Production was slow. Mass production tooling called for unique progressive dies which, to turn out a clip in one operation, required 19 distinct functions.

Nevertheless, in June, 1946, their pin curl clip, named "Lady Ellen," after the woman who suggested the idea, was ready.

With a pocketful of Lady Ellens, Klaus and Reiner walked out of their Los Angeles plant, rounded the corner, came to a variety store, put the proposition to the store manager: Could he put the clips on the counter with other curlers, and see if women would buy Lady Ellens?

"Boys," grinned the manager, "this is a chain store. Take your clips to our buying office. Go ye forth and good luck."

It was a chain store. Kress.

**Early bumps:** Had the pair anticipated the vicissitudes of mass marketing, perhaps they would have first approached wholesalers or jobbers before attempting to crack consumer outlets directly. There were other misapprehensions to follow: They neglected to place orders with wholesalers; from the start, they overlooked the jobbing trade as a distribution channel; they failed to recognize the

### In the beginning . . .

It was a psychology textbook at Purdue that brought Kenneth Reiner and Frank Klaus together. In 1943, with \$1,000 and a drafting board, they set up a nut plate company in Reiner's living room, built a progressive die for aircraft retainers, sold them to the Military during World War II. On V-E Day most of their contracts were canceled; on V-J Day orders stopped altogether. Then Mrs. Reiner went to the beauty parlor, brought home a pin curl clip, and \$10 million in cold cash.

independent retailer as an important outlet. . . . Without him, a manufacturer can fall flat if chain distribution ebbs.

But if The Kayner Co. was slow to get off the ground in targeting practical distribution channels, the engineers made up for it by professional packaging and shrewd pricing. At three-for-a-dime, Lady Ellens would undersell most clips, leave enough for reasonable profit. And the engineers had noticed that hair clips, like buttons and bows, are often displayed on cards.

They put what money they could spare into point-of-purchase display cards, and hired a commercial artist to illustrate them. On one side of the card is a picture of Hollywood Star Elyse Knox (Allied Artists), dolled up in Lady Ellens; on the other side are complete directions for making curls.

But hadn't the man told them to visit the Kress buying office in downtown Los Angeles?

The two men with a curler to sell were led past dozens of Kress buyers, finally faced the right man. When he began to ask pointed questions about Lady Ellen, the boys felt at home. . . . "Just like showing a new nut to aircraft engineers."

Result: a trial order, to be distributed to selected Kress stores up and down the Pacific Coast.

The manufacturers then made similar visits to variety store chains in New York; this time they asked for buyers, not managers.

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It looked as if Lady Ellen was going over. Within a year the pin curl clips were in most major chains, and generally as a check-list item—which meant that stores were required to keep stocks ordered. When consumer acceptance took hold, the card unit of three-for-a-dime was raised to eight-for-a-quarter.

Within the next six months the Kayner telephone jangled with calls from professional beauticians: Why can't we buy Lady Ellens from our suppliers? Why must we go to variety stores for them?

"Sorry we've overlooked you," said the boys.

To make sure beauticians could buy, the men promptly set up a booth at a trade beauty show, personally demonstrated their product, made their first jobber contacts. One big buyer: the jobber who had assured them clips wouldn't sell. That was in August, 1947. Several months later Lady Ellens were represented nationally in the beauty field. Beauticians now account for 20% of Kayner's total volume.

There were other markets. What about the independent retailer, supplied by notion and drug jobbers? Kayner stepped around this segment until one day an "old hand" tipped the engineers off: "You cannot consider yourselves in business," he remarked, "until you find a multitude of small orders in every morning mail."

Manufacturers' representatives and their sales force (now 20 strong) soon took up the ball for Kayner, and notion and drug jobbers were added to the account list.

Meanwhile, despite increased production facilities, deliveries were trailing sales as much as 8 to 10 weeks during peak periods, even though the plant was on a 24-hour, 7-day basis. In 1951, plant facilities were tripled and operations were reduced to 2 shifts on a 6-day schedule.

The boys soon recognized the value of customer service. They opened warehouses and branch offices in Chicago and New York, and were early in setting up teletype connections from key points. National distribution was effected.

**Sampling, advertising:** During the early years the men consistently revised their four-color point-of-purchase cards, adding quality of layout and color. So convinced were they that a colorful merchandising card was the most important step to first sales, they devoted most of their promotional budget to it. Later they concentrated on direct mail and trade



**In Los Angeles**  
(America's 3rd Retail Market)

**ADVERTISERS**  
**KNOW THE**  
**HERALD-EXPRESS**  
**means SALES-SUCCESS!**

If **YOU** want **SALES**,  
you'll **GET** them from...



REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.





# A "BIRD" of a test market for FOOD ADVERTISERS

## ROANOKE

Consider the compactness of the self-contained, 16-county Roanoke market...

Consider its mountain-ringed isolation...

Consider its practical immunization from the influence of outside newspapers...

Then consider one more thing: the new Roanoke Market Development Plan.

It gives leading food retailers and wholesalers an enthusiastic weekly "preview" of your advertising. Gets you more and better dealer tie-in backing, more and better point-of-sale support. Makes food advertisers everywhere agree, "Roanoke is the ideal test market."

### Thought for Food



A lot of thought has gone into the new Roanoke Market Development Plan and into the new booklet describing the Plan. "Look Who's Behind You." Write for your FREE copy to: Sawyer-Ferguson-Walker 60 East 42nd St. N. Y. 17 or

# ROANOKE

TIMES AND WORLD-NEWS  
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.  
National Representatives

advertising, and still later, to product sampling.

With the help of their advertising agency, J. M. Straus & Co., Los Angeles, the engineers tested several sampling techniques, found "occupant" sampling to be the most effective. Occupant sampling was developed out of tests in Riverside and Bakersfield, Cal., and now follows this procedure:

A card holding three clips is mailed, together with information that eight clips can be bought for a quarter in any local store, as regular merchandise.

Kayner has found that samples received through the mail are almost never thrown away, and that wherever occupant sampling is done, general sales have always shown an increase. But because it is expensive and cumbersome, occupant sampling is scheduled locally, linked to local sales promotion. The engineers feel that national occupant sampling would be impractical.

Before occupant sampling was undertaken as a regular policy, the cities of Riverside and Bakersfield were used as laboratory cities to develop sampling cost facts.

In Riverside, sampling companies distributed Lady Ellens (three to a card) on a door-to-door basis. By presenting the card at any store in Riverside within three weeks after receipt, the holder could buy two 25c cards of Lady Ellens for the price of one. Cards were coded so results could be traced when they were handed in at retail. Banners in retail stores reminded customers of the offer, identified places where cards could be turned in. Riverside was divided into two sections; in half the town, cards were simply tossed into dooryards; in the other half, sampling was done by doorbell ringing, and cards were presented with a brief sales talk.

Even though doorbell ringing cost more per sample, it resulted in greater sales than throw-away sampling.

In Bakersfield sampling was done by split-run newspaper advertising. In both runs, full-page advertisements carried coupons, offering two 25c cards of Lady Ellens at any Bakersfield store for the price of one. No free samples were involved.

Runs were split by using two headline appeals: (1) beauty; (2) time-saving.

Results were identical.

**Companion products:** The hair-care market is subject to fashion changes that are as fast, furious and

unpredictable as skirt-length moods. After three years of growing volume for the original clip, women, in 1949, suddenly switched to short hair. The boys brought out single prong clips for small curls, called them "Klippies." Klippies required one-third the metal of the original model, yet seemed to satisfy purchasers. They were carded 12 for 25c.

A year later coiffures took a neck dive. Women wanted a clip with an arch—to hold a large curl. The engineers made it by adding an arch to the single prong clip. Price: 12 for 25c. It was then that war in Korea broke out, and metal became scarce. The men designed a plastic "Arched Klippie," took over a San Francisco plastic factory to turn them out.

Then the home permanent boom began. Wave solutions affect metal. A plastic clip with a small spring which wouldn't contact wave solutions was the engineers' answer. They're called "Perma-Klippies." Within six weeks, 2 million Perma-Klippies were sold to beauticians and consumers.

**Line expression:** No matter how successful he may be, the manufacturer with a single egg in one basket finally faces "top heavy" problems—high overhead in marketing a single item. The company is now attempting to establish an entire line of related products, already has developed the Lady Ellen bobby pin, a teammate for the clips.

With the advent of the Korean War, the locknut market bounced back. Specifically, the aircraft industry wanted a self-locking, high-temperature nut which (1) would never wear out, (2) couldn't be damaged by cross-threading, (3) would be lighter than ordinary locknuts.

Could the engineers supplant their original locknut design and go back to work for industry? And still supply the established demand for Lady Ellens? From Lady Ellen production hadn't they learned a great deal about the design of spring steel?

The boys went to work, engineered a new self-locking nut called the "Kaylock." Lockheed Aircraft tested it, bought it. Now, the Kaylock has generated general industrial interest... from manufacturers of both defense and civilian products, ranging from airplanes, tractors, automobiles, sewing machines, radios and TV sets, drill presses.

But despite Korea and self-locking aircraft nuts, by the end of December, 1952, the Kayner Co. will have sold 400 million Lady Ellen clips. Or, as the boys put it: "From nuts to clips, and back to nuts again."

SALES MANAGEMENT



# Pointers for Manufacturers On a Distributor's "Open House"

Do you encourage outlets to plan special occasions for visits to their offices? Do you help them set up working demonstrations of your equipment, and provide trained men to operate it? Here are 11 ways to be of service.

**BY LOUIS H. BRENDL**  
**Merchandising Director**  
**James Thomas Chirurg Co.**

There is a trend among distributors to copy national industrial equipment shows on a smaller scale in a limited marketing area.

This technique applies particularly to products which are too cumbersome or technical to demonstrate in the prospect's plant. For example, for machine tools, fire-fighting and welding equipment, metal finishing methods, etc., the local exhibit-demonstration in the distributor's place of business is proving to be profitable. Where it is impracticable to bring the mountain to Mohammed, distributor salesmen are driving the Prophet out to an open house where he can see the entire mountain range *in operation*.

Distributors are learning to use the clinic or open house to counteract steadily rising sales costs. R. P. Melius, vice-president in charge of sales, Delta Power Tool Division, Rockwell Manufacturing Co., sums it up: "Industrial distributors are beginning to realize that it costs a lot of money to go out and get business. . . The more a distributor leans toward a retail method of merchandising, the more certain he is to keep a spread of profit between the buying and selling price."

Perhaps manufacturers and distributors who do not engage in these activities may profit from techniques now successfully employed by those who do.

**1. How to get attendance:** "Box office" [number of people who come to the show] is as important to a West Virginia distributor's open house as it is to a Broadway producer's new show. After a distributor and his manufacturers go to considerable

expense to put on a show, its success depends on the turnout.

Here are some of the methods currently used by distributors to induce industrial prospects to come to their exhibits:

Distributor salesmen personally hand out printed invitations to men in plants and shops.

Invitations are mailed to regular mailing lists and to lists culled from the "yellow pages" of the Classified Telephone Directory, city directories and chambers of commerce members.

Invitations are followed up by telephone to make sure no one overlooks the event.

Paid advertisements were recently placed in some 40 newspapers and magazines by one New York State distributor to make sure everyone "got the word." Some distributors use radio spot announcements.

## How to Stage Preview

Preview luncheons are given for newspaper and radio personnel at which feature articles on the distributor's place in the industrial community are distributed.

Door prizes are awarded to encourage attendance and registration. Some distributors solicit their manufacturers for the prizes.

It is not uncommon for distributors to give some inexpensive gift or "heartwarmer" to each guest. For example, one distributor presented each guest with a quality nail file in an attractive leather case. A West Coast distributor gave each of his 3,500 guests a souvenir whetstone. Giveaways include pencils, pads,

wrenches, tie chains, etc. Here again, it is not unusual for the distributor to ask his manufacturers for giveaways.

One distributor assembled industrial films from eight of his manufacturers and announced when they would be shown.

To feed or not to feed? One western distributor advertised and delivered refreshments to 3,000 guests. An eastern distributor served a full course buffet dinner and liquid refreshments to a smaller group.

A distributor who specializes in selling welding equipment lined up nine of his manufacturers to demonstrate how to weld various metals and alloys. These demonstrations were featured in the distributor's advertisements announcing the open house.

Do these 10 methods induce prospects and customers to come to a distributor's open house? The Baldwin Supply Co., Charleston, W. Va., attracted 5,000 guests; some traveled as far as 300 miles to attend.

**2. Some distributors do and some don't:** We mentioned before that the trend is for distributors to hold more industrial exhibits. It may be worthwhile to investigate why all distributors do not embrace this form of selling.

One basic reason why distributors *do not* hold open house: They do not believe it is effective. Said a Massachusetts distributor, voicing the thoughts of many: "Exhibits may be all right for some distributors, but they are not suitable for us because we rarely see our customers. . . Of course, we see an occasional messenger or truck driver sent by a customer to pick up something he needs in a hurry."

Another reason is lack of space or an undesirable location of the place of business. A New York State distributor said, apologetically: "We have space limitations but hope to overcome this obstacle in time."

"... It depends on whether you are in a shopping area or down in the slums as we are," complained a Connecticut distributor.

These are merely alibis. Many distributors overcome these obstacles by renting space and setting up exhibits in hotels or other suitable locations. A progressive Seattle distributor

rented exhibition booths in the civic auditorium and hired a scenic lighting company to supply illumination.

**3. Traveling Show:** The Harris Pump & Supply Co. actually puts its show on the road—in Fairmont, W. Va., Irwin, Pa., Greensburg, Pa., as well as in its home city, Pittsburgh. To do this, it was necessary to rent space in each town and move the necessary tools and machinery in by trucks and automobiles. This distributor has used the road-show idea for the past four years.

The idea has paid off by impressing prospects and customers that this distributor's place of business is headquarters for tools and production machinery as well as pipes and fittings, pumps and valves—the products associated with the company's name. Other benefits: Reputation is maintained; friendship is cultivated; the distributor's salesmen are educated; a live prospect list is built up; orders are written.

**4. Factory demonstrations:** Just as the demonstrator in a variety store always has a crowd of onlookers, so does the factory demonstrator of industrial equipment, machine tools or safety devices capture prospects' attention at a distributor's open house.

The smart distributor lines up as many of his suppliers to furnish equipment and demonstrators as he can. He knows that will build attendance, hold guests' attention, generate live leads and sell merchandise. Demonstrations are essential if the distributor is to show how cumbersome or technical products are used. (We are not forgetting manufacturers who circulate huge automobile trailers fully stocked with operating and non-operating equipment. For example, one trailer carried Stanley hardware which was on display at a recent New York Hardware Show. Or, there is the alternative of taking a prospect to see the equipment in operation in a customer's plant; however, this is not always convenient. For new products it is not possible.)

The welding distributor mentioned earlier held a special dinner for a number of manufacturers' demonstrators a few days before his show opened. After dinner they were briefed on the distributor's plans and asked to put on a trial demonstration—a rehearsal to make sure things would run smoothly during the open house.

**5. Audience participation:** Whenever possible it is desirable to get the guests into the act. Encourage them to operate the tool or equipment them-

selves—if it does not require too much skill. Electric power and pneumatic tools are two examples of products visitors like to operate.

Guests may also participate and win prizes in a contest in which the manufacturer's product is used. A rubber manufacturer recently rigged up an obstacle course putting hole, utilizing golf balls made by his company. He gave a 25-foot garden hose to anyone sinking a putt, with a grand prize drawing at the end of the show. In this way he induced guests to visit his exhibit, which competed with others showing more interesting products.

**6. Duties of distributor salesmen:** After the over-all plan for the exhibit or open house is established, the most important element in its success is the distributor's salesmen who are frequently asked to:

Furnish lists of prospects and customers in their territories, who are to be sent invitations.

"Talk up" the show to generate interest in the event.

Help put up displays, decorations, etc., for the show.

Serve as attendants, welcome guests, man booths, explain products and literature, guide visitors through the show, obtain leads and sell merchandise whenever possible.

Beals, McCarthy & Rogers, Buffalo, held a trial run of its show for its employees and their families the night before the company's three-day celebration started. Attended by ap-

proximately 600 people, this "dummy run" resulted in building up employee morale and polishing up the employees' ability to handle crowds.

**7. Excuses for open houses:** to celebrate completion of a new building; housewarming for new location; to emphasize renovated quarters; to acquaint prospects with new lines.

A Cleveland distributor sets aside one day each year to entertain students from a local institute of technology. The students see and hear a full presentation of the products sold by the distributor. The economic soundness of the industrial distributor in the American business system is explained. Product literature and good-will souvenir novelties are given out. It's a long-range program but it pays off.

**8. How long should the show last?**

There is no rule or formula. It should last long enough to justify the cost of setting it up (bringing live exhibits from manufacturers) . . . long enough for prospects to see it comfortably . . . but not long enough to suffer from having salesmen and other employees tied up too long with extra obligations. For some reason most celebrations last three days. A few are of two days' duration.

After "How Long?" comes the question, "How Often?" Here's what a leader in industrial distribution has to say on the subject: "A distributor cannot profitably hold an open house oftener than every three



bring your message to the people of Delaware Valley, U. S. A.,  
with The Philadelphia Inquirer's

# 1953 ANNUAL BUSINESS & FINANCIAL REVIEW

to be published on Monday, January 5, 1953,  
with The Philadelphia Inquirer

The yearly publication of The Inquirer's Annual Business & Financial Review presents a realistic picture of the business status of the country and of Delaware Valley. It includes a survey of government, finance, business and industry; a balanced collection of comments and analyses from leaders in every phase of our economy; a representation by America's foremost business firms, financial houses and investment companies.

As a guide for future business decisions, it will be employed for continuous reference, providing intense readership of all advertising matter.

For you, this review can perform these valuable services:

- catalogue your accomplishments in 1952
- blueprint your objectives for 1953
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The Inquirer's 1953 Annual Review will reach 650,000 families in the vast Philadelphia Retail Trading Area of 4,500,000 residents—an audience that represents all segments of a public whose good-will is directly responsible for your success.

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Now in its 19<sup>th</sup>  
Consecutive Year of Total  
Advertising Leadership  
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*Constructively Serving  
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Exclusive Advertising Representatives: **ROBERT T. DEVLIN, JR.**, Empire State Bldg., N.Y.C., Longacre 5-5232; **EDWARD J. LYNCH**, 20 N. Wacker Drive, Chicago, Andover 3-6270; **GEORGE S. DIX**, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: **FITZPATRICK & CHAMBERLIN**, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259



to five years. This, of course, refers to such an affair in any *one* location. In our own case, with four locations, we could conceivably have an open house every year and yet such an affair in any one office would occur only every four or five years."

Paul Evans, Beals, McCarthy & Rogers, agrees with this four- or five-year interval between open houses. He amplifies this by stating: "... It is advantageous to have something that will bring customers into your offices and warehouses. We have solved this problem by holding clinics or special events once or twice a year."

## SELL NEW HAVEN

A characteristic New England larger city where you can completely test any product for satisfactory sales results in all of New England.

... and you can

## SELL NEW ENGLAND

New England begins at New Haven, the largest wholesale distribution point in Southern New England.



## The New Haven Register

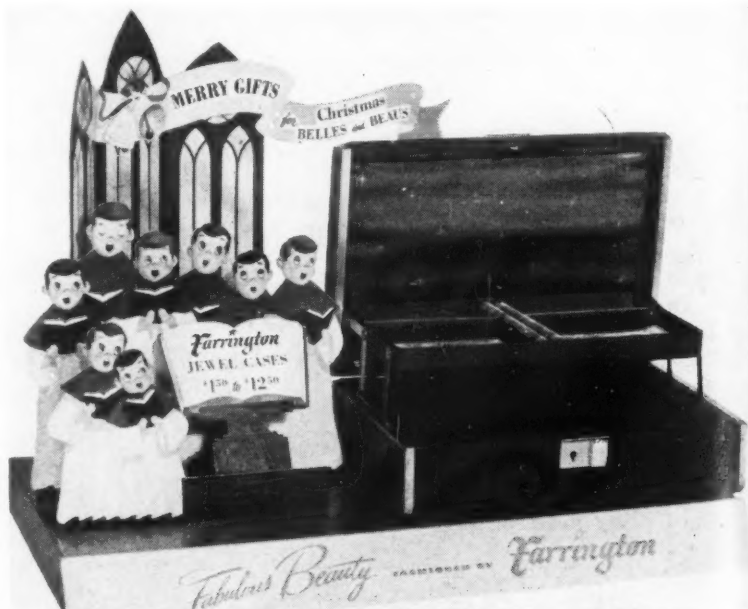
Represented Nationally by  
Julius Mathews Special Agency

**9. Registration of guests:** To get the maximum benefit from an open house, a distributor should register all his guests. This tabulation may become his up-to-date mailing list of prospects for special equipment and literature-request list. Common procedure is to see that each visitor fills out a card or form: name, company, department, job title and registration number. (The latter can be used in drawing for door prizes.) Pleasant, dependable people should be in charge of registration. An eastern distributor hired an organization that specializes in registering guests at conventions and other functions.

**10. Professional talent:** Some distributors employ professionals: models to hand out gifts and candy to adults and children; uniformed patrolmen to direct crowds through the exhibits and to prevent pilfering of stock; an organization experienced in checking guests' hats and coats; caterers to serve food to guests. Distributors who have advertising agencies lean heavily on them for assistance in

planning and executing their open houses: commemorative anniversary booklets, newspaper and magazine advertisements, invitations, letters, publicity releases, radio announcements and all manner of promotional literature. One distributor, who invites students from a technology school, calls upon one of his agency men to tell the young men what advertising does for the industrial distributor.

**11. How much do open houses cost?** Some distributors may hold back on staging an open house because they are not sure of the cost. Actually, the cost can be almost anything the distributor wants it to be—depending on how many guests he invites, how elaborate the show is—how much food, drink, entertainment and gifts are included. It's like salesmen: Some get business with little or no expenditures for entertainment; others employ the expense account to a greater degree. For example, a buffet luncheon for a few students cost one distributor \$75.



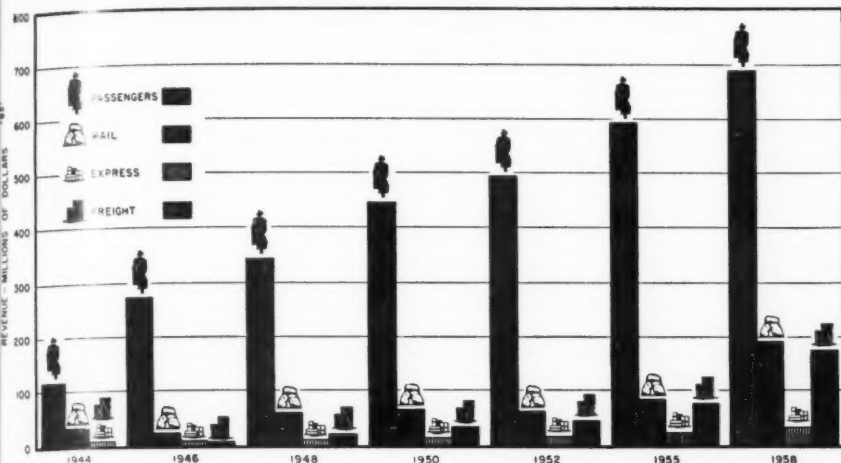
**ONE ACT, FIVE SCENES:** This "Showcase Theater" display unit for jewel cases answers the problem of dealers who want to promote gift merchandise the year 'round and on special occasions without ordering a special point-of-purchase piece for each event.

The semi-permanent stage base houses setups for 5 occasions: Christmas; Valentine's Day; Mother's Day; graduation, weddings, Father's Day; all-year gift promotion.

The base is slotted to accommodate the scene for each gift period; instructions tell dealers how to mount the appropriate set. Scenes are printed on 8-color lithographed cardboard—just the thing to add appeal to the jewel box milady wants. Shown: Christmas display unit. Farrington Mfg. Co., Boston.

## Comparison of AIRLINE REVENUES

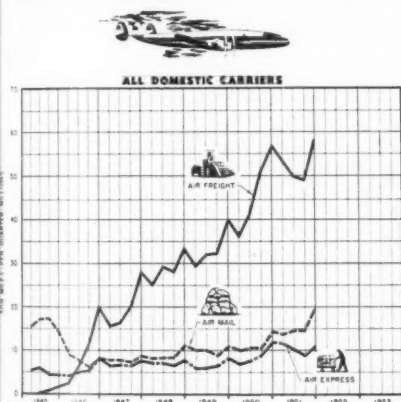
ALL DOMESTIC CARRIERS



OFF TO A SLOW START in 1945, air freight today, far exceeds air mail and air express.

### TON MILES

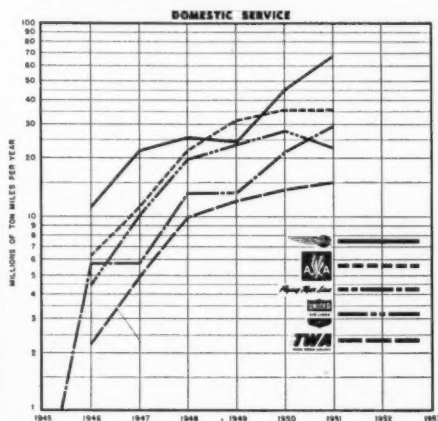
AIR CARGO Carried By Quarters



CARGO REVENUE of all types, now 20% of total airline revenues, is expected to account for 37% in 1958.

### AIR FREIGHT GROWTH

Five selected carriers



FIVE LINES now carry about three-fourths of domestic air freight. Slick and Flying Tiger, account for more than 50%.

## Air Freight Shipments Zoom, Will Double by '54, Says Lockheed

Starting in 1945 with the trifling sum of 1,350,048 ton-miles, domestic air freight shipments hit 208,774,119 ton-miles last year, and, according to a forecast prepared by Lockheed Aircraft Corp., the total will increase by another five times by 1958 as bigger-capacity planes become available.

By the end of the 1950's, air cargo of all types (mail, express, freight) may grow to approximately 1,500,000,000 ton-miles a year—the equivalent of 49,200 general merchandise freight cars for a haul from New York to Los Angeles.

The Lockheed report points out a

number of significant trends: Air freight has grown faster since its inception than any other form of U.S. transportation; rates have increased 52% since 1945 as against 65-70% for rail and truck rates.

Two of the "Big Five" in air freight are all-freight specialists: Slick Airways, founded in 1946, and Flying Tiger, the pioneer in 1945. Out of the total of 208,000,000 ton-miles of air freight in 1951, the five leaders had roughly:

Slick, 67 million; American, 35; Flying Tiger, 30; United, 23; TWA, 17.

A. C. WILLIAMS

One of  
WDIA's  
many famous  
personalities



CRISCO and DUZ  
Join the Swing  
To WDIA, Memphis!

So two more famous Procter and Gamble products join Tide (a second-year advertiser!) in using WDIA to reach the great Memphis Negro market. It's further proof of WDIA's complete dominance in selling to the 439,266 Negroes in WDIA BMB counties... a highly brand-conscious, ready-to-buy group that you should reach too! Join the list of national advertisers that also includes Camel Cigarettes, Bayer Aspirin, Omega Flour, Jello, Maxwell House Coffee, Grennan Cakes, Pan-Am, Diamond Paper Products and many other blue chip accounts. Get full facts TODAY!

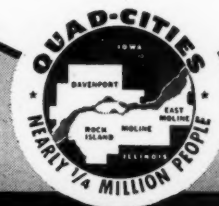
HOOPER RADIO AUDIENCE INDEX									
City: Memphis, Tenn.		Months: Sept.-Oct. '52							
Time	Sets	WDIA	B	C	D	E	F	G	
T.R.T.P.	11.5	24.5	22.6	18.9	12.8	11.7	10.6	5.2	
(Note: WDIA's share Saturdays: 29.7; Sundays: 35.9)									

MEMPHIS **WDIA** TENN.  
John E. Pearson Co., Representative

ROCK ISLAND—MOLINE  
EAST MOLINE

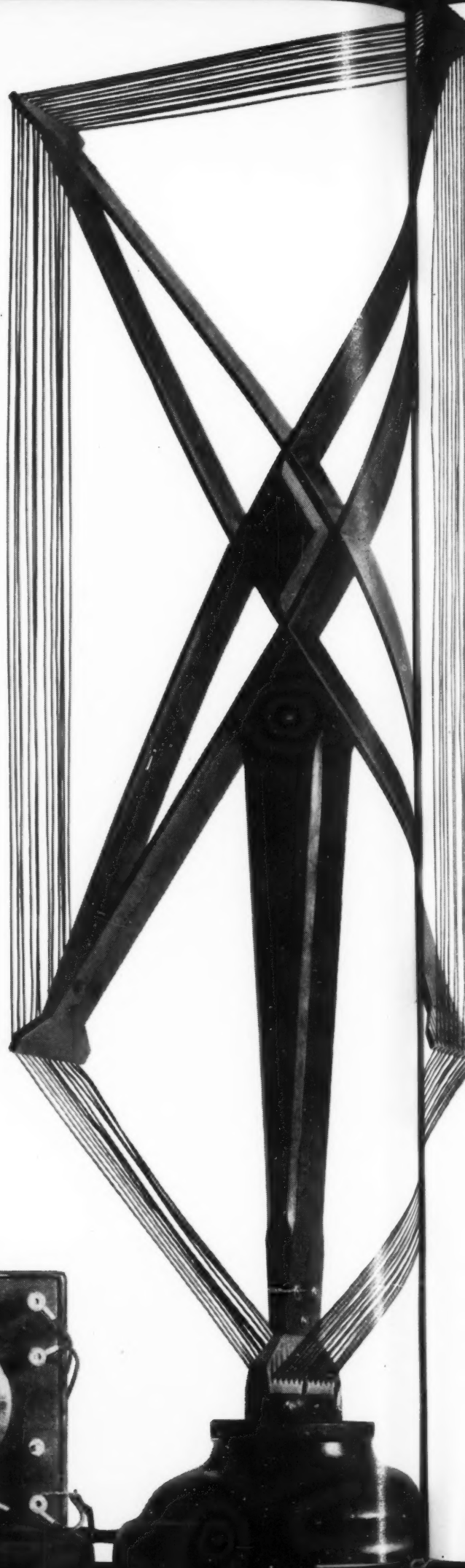
Preferred Cities for  
Ten Straight Months

THESE are the Illinois side of the Quad-Cities where 57% of the population (240,500) live and buy. You cover these High Spot Cities (3 of the 4 Quad-Cities) when you use The Argus and The Dispatch.



The ROCK ISLAND Argus  
The MOLINE Dispatch

THE ALLEN-KLAPP CO. National Representative





# Sound's wonderful!

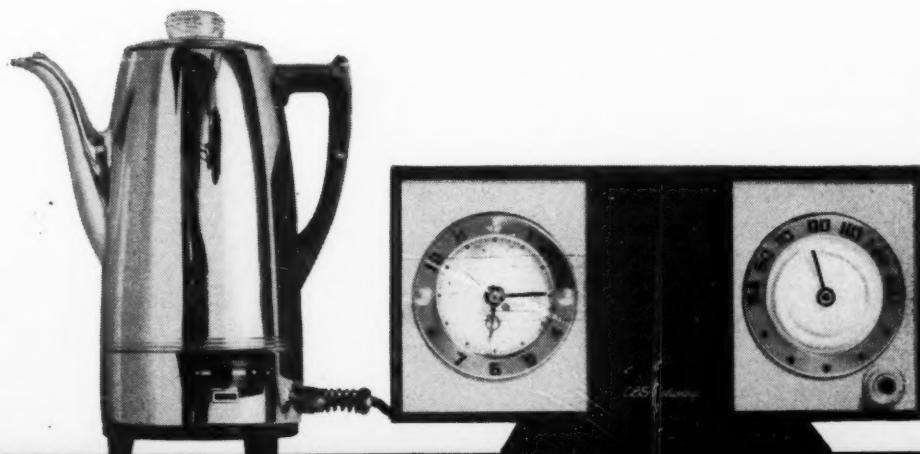
The early radio was a wonder, all right. But its 105 million modern day descendants are phenomenal! Clock radios, for example, can start the coffee perking at the same time they're waking—and *selling*—your customers.

The spot radio business has made some pretty startling advances, too. Today, it's on the job everywhere: in virtually *every U.S. home*... in 23.5 million cars and through other sets numbering an additional 39.0 millions. Today, you can sell your product anywhere, at any time, in a manner as scientific as it is persuasive, with spot radio. And you can sell *more* through CBS Radio Spot Sales.

Because for twenty years (to this very month) CBS Radio Spot Sales has pioneered the use of scientific methods—and developed newer and more exacting ones along the way. Today, with a single call to CBS Radio Spot Sales, you can get *all* the information you need to engineer a successful campaign in 13 of your biggest markets. (Your call assures you that you have at your disposal the biggest research, sales service and promotion departments in all spot.) And you're assured of biggest results, too. Because the 13 stations represented by CBS Radio Spot Sales are "Radio's Royal Family." Each one delivers the largest average number of potential customers in its market, every week, month after month!

Sound's wonderful? You bet it is! Call us for details on any one or all 13 stations. Or just call to wish us Happy 20th Anniversary.

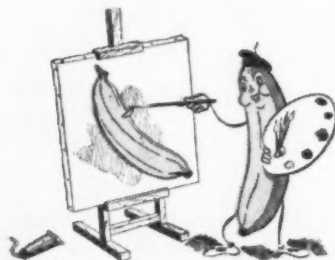
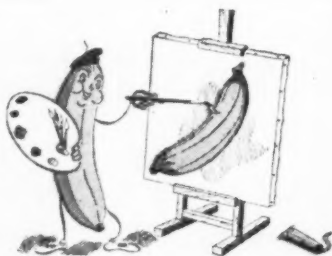
**CBS RADIO SPOT SALES** *Representing Radio's Royal Family: WCBS, New York—WBBM, Chicago—KNX, Los Angeles—WCAU, Philadelphia—WEEI, Boston—KMOX, St. Louis—WCCO, Minneapolis-St. Paul—KCBS, San Francisco—WBT, Charlotte—WRVA, Richmond—WTOP, Washington—KSL, Salt Lake City WAPI, Birmingham—Columbia Pacific Radio Network and the Bonneville Radio Network*



## SUIT THE *Color* TO THE *Use*

### TIPPED WITH GREEN?

The banana is partially ripe. The pulp is firm, starchy, slightly tart. Just ready to bake or broil or fry—cooking brings out a different, delicious flavor.

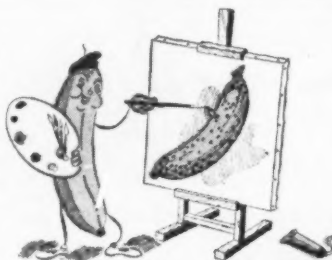


### ALL YELLOW?

Now it's ready to eat or cook and can be used as an ingredient in baking.

### FLECKED WITH BROWN?

Now it's fully ripe, at its best for eating, infant feeding and as an ingredient in baking. It's sweet, mellow, thoroughly digestible and delicious in fruit cups, salads, milk shakes and desserts.



Printed in U.S.A. 1941

LESS THAN \$1 PER KIT: That's the average cost for wall charts and lessons.

## Now Chiquita Banana Goes to School

United Fruit is filling a need for literature on the folklore and the economics of bananas, and reaping lots of good will to boot by supplying schools with educational kits.

Last year United Fruit Co. gave away 750,000 lesson sheets for teachers to use with classes in history, geography, social studies, science and biology.

All this material had something to do with bananas, the merchandise United Fruit sells to the public. None

of it was tainted with what a teacher might call "commercialism." Most of it was received favorably, and even enthusiastically, by the teachers, who obtained it upon request.

Having been engaged in supplying educational material to schools for more than 25 years, UF has a pretty

**BY CLARENCE W. MOORE**  
Manager, Educational Dept.  
United Fruit Co.

good idea of what teachers want and can use in the way of teaching aids. Moreover, to make sure that the material it supplies is welcome and usable, the company makes a practice of checking and evaluating. This begins with the preparation and continues throughout and after distribution.

United Fruit Company's Educational Service Department is now furnishing to schools a 16-mm. color film with sound, "Journey to Bananaland," and a series of eight lesson sheets with a wall chart. Ordering from an illustrated catalog, a teacher selects one or more lesson sets suited to the grade under her charge. There is a lesson sheet for each child and a worksheet for the teacher, with recommendations for activities, discussion topics, composition subjects and the like.

Material in the lesson sheets and teacher's guide was planned and written under the direction of Dr. Herbert S. Zim, Associate Professor of Education, at the University of Illinois. Before it was published, Dr. Zim submitted it to the National Science Teachers Organization for approval. That might be termed step one in insuring that it be usable.

The accompanying photographs of children show them viewing the film, "Journey to Bananaland," another method of checking reactions. Youngsters from a school in downtown New York, near United Fruit Company's offices, were invited to visit one of the firm's big banana boats, where they saw the movie. Later, back at the school, their teachers gave them a workout with the lesson sheets, while members of UF's Educational Department watched their reactions.

Another step in evaluating the material was taken when a questionnaire was sent to 2,000 teachers who had requested and received UF's educational material last year, to get their opinions and suggestions. An analysis of the answers was compiled. Comments were almost uniformly favorable, and, in that sense, reassuring but not particularly valuable to the Educational Department. But a count of the various lessons used and a study of comments on ways they were used, proved to be revealing and interesting.

Here is one thing revealed by the questionnaires. Some teachers reported they had allowed children to

SALES MANAGEMENT

# Sales facts



to help you evaluate  
the Oregon Market  
more profitably

The Oregon Market (all Oregon and 7 Southwestern Washington counties) is a compact buying unit of 1,827,100 consumers located within the primary sales influence of Portland, the Oregon Market's retail and wholesale center. Here is full market *buying power*... and here is where you get the full market *selling power* of The Oregonian.

## FAMILY BUYING POWER IN PORTLAND

*Portland families account for the first 1/3 of your full Oregon Market Retail Sales Opportunity.*

## TOTAL OREGON MARKET BUYING POWER

*Add the other 2/3 outside Portland for your 100% Oregon Market sales opportunity.*

## OREGONIAN SELLING POWER IN PORTLAND.

The Oregonian gives you *selling power leadership with greatest circulation in City & RTZ*. Plus—thousands more daily carrier-delivered than the 2nd paper in Portland, where 80% of daily circulations are in this important at-home classification.

## TOTAL OREGONIAN SELLING POWER

The Oregonian gives you *full selling power throughout all the Oregon Market* with largest circulation of any Northwest newspaper. That's why Safeway... the largest food retailer in the Oregon Market... selected The Oregonian exclusively for its 30-standard-page 25th anniversary newspaper section—the largest food promotion in Northwest history. *You sell in almost 32% more homes when you sell with The Oregonian!*

Be **FIRST** in **PORTLAND**  
and **FIRST** in the  
**FULL OREGON MARKET** with

# the Oregonian

PORTLAND, OREGON

Largest Circulation in the Pacific Northwest  
**223,688 DAILY 285,112 SUNDAY**

Represented Nationally by MOLONEY, REGAN AND SCHMITT, INC.



take the lesson sheets home, and there were even complimentary references to response from parents. But a greater number of teachers said they had gathered up the lesson sheets to be re-used the following year, with the explanation that they were "expensive." Since UF welcomes wider circulation of its material, future printings of worksheets will recommend that children be allowed to take the lesson sheets home. Teachers will be informed that new lesson sheets will be provided for the following year, if wanted.

Further checking on response to the Educational Program last year took the form of a survey of schools in New York, New Jersey and Pennsylvania. This field check was made by Henry E. Cordts, educational director, who visited 23 schools during the months of May and June. Cordt's report, which included individual accounts of visits to eight schools, confirmed the answers to the questioning and was incorporated in the analysis of results described above.

Because of United Fruit's long experience in providing teaching aids to schools, and because of the company's policy of checking use made of such material, the do's and don'ts de-

veloped by the Educational Department deserve attention. Some are:

1. Look at things from the teacher's point of view. Don't blow the company's horn, but concentrate on giving the teacher material she can use. United Fruit understandably wants to make friends for bananas, especially among the homemakers of the future. But there is no "sell," in the usual sense, in presentation of the text or illustrations.

#### Helps Teachers Plan

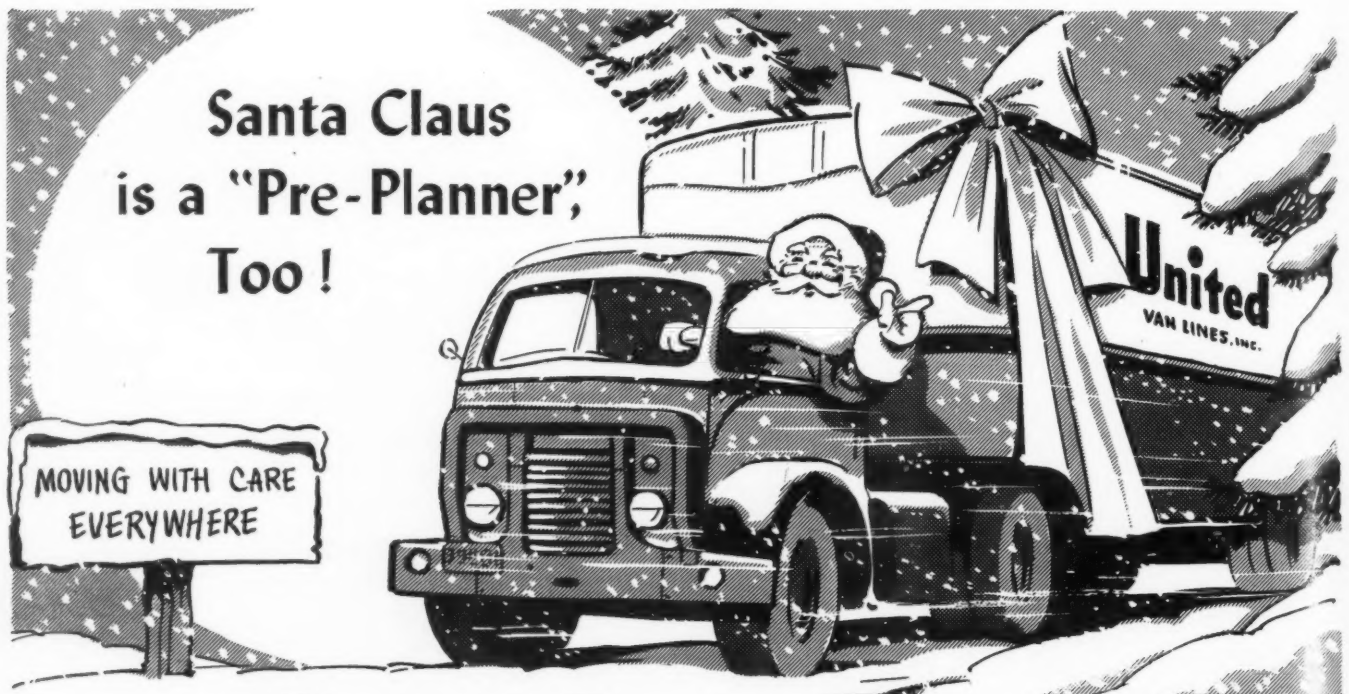
2. Make it *easy* for the teacher to use the material. UF's current offerings tie in closely with modern curricula. The teachers' worksheets assume much of the burden of planning the lessons. Bearing in mind the complaint that teachers now have so many responsibilities outside the classroom that they have no time for teaching, the worksheets are timesavers.

One of the most popular of the lessons is "Bananas for Us," designed for the primary grades. It is largely pictorial, with part of the material in familiar strip sequence. It has easy reading exercises. There are outline pictures for children to color. There

are several uses the teacher can make of this lesson. (A good proportion of the returned questionnaires carried the request, "Give us more primary material.")

3. Tailor your distribution to your objective. UF's Educational Department believes its material should be made freely available to teachers who want and will use it; but not so freely as to enable anyone to "paper the walls with it." The company advertises twice a year in "The Instructor" and "The Grade Teacher," using half-pages. By increasing the space, by using color, by scheduling copy more frequently, UF could double or triple the number of requests. The recent survey showed that more than 90% of the teachers are using the worksheets, well above average in this field. If more requests were obtained, the percentage of use would undoubtedly go down.

This policy applies to distribution of UF's film. It is distributed through the Institute of Visual Training in New York. Schools obtain it free, with UF paying outgoing transportation costs, and the schools paying for transportation back to the Institute. UF pays the Institute \$2.50 for each booking. There are 215 prints in cir-



Season's Greetings

FROM MORE THAN 400 AGENTS AND THE STAFF OF

**United VAN LINES, INC.** Headquarters St. Louis 17, Mo.

SALES MANAGEMENT



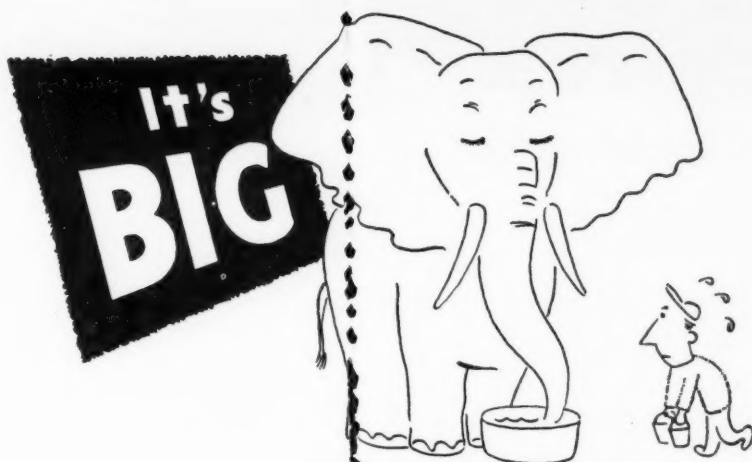
When a salesman has a reasonable mastery of product information, there is no shame attached to a forthright admission of ignorance in an unusual problem. On the other hand, "I don't know" is the good way of assuring the customer that she won't be deceived by you . . .

**Sell As Customers Like It**  
By W. E. Sawyer and  
A. C. Busse

ulation, and the booking schedule is full up through February, 1953. It has been suggested that 200 more prints be made available, and that distribution be extended to include the Boy Scouts as well as schools. The Educational Department believes, though, that, as in the case of printed literature, it is preferable to provide something less than what could be used: to be in the "sellers' market position" rather than a "buyers' market."

The printed material sent to a teacher usually consists of a wall chart (map of Middle America with border illustrations showing banana cultivation, transportation, etc.); and sets of lesson sheets (30 of each lesson desired for the average class) with the teacher's worksheets. The wall chart opens out to 21 x 31 inches. Many teachers keep these on the wall throughout the term. The material is printed in offset, in color. It is pleasing, but not elaborate. To fill the order for wall chart and lesson sheets of the average teacher the company spends less than \$1. Considering the long-range benefits, this is a good investment.

United Fruit Co. is in a good position, in relation to working with schools. The banana is a "basic" food, liked by almost everyone, especially by children. Coming from regions regarded as exotic, its story has appeal. It lends itself to tie-ins with various subjects: history, geography, nutrition. Another advantage is that the banana goes well with many other foods. It does not compete with, but complements and combines with, other fruits, and with milk, with cereals. Supplying material to the schools is a form of establishing good public relations. The task is not so difficult for UF, because of the nature of the product, as it is for many other companies (with branded, packaged products) which also furnish teaching aids.



MORE PEOPLE read the *Sunday Courier-Express* than any other paper in Western New York. It's the big buy for mass coverage in this rich, 8-County Market. And to tell your message most economically to those families with the most money to spend, it's the *Daily Courier-Express* that gets results.

**NOW FULL ROP COLOR**  
Full ROP color daily and Sunday — to give your message still greater impact in this powerful paper.

## **BUFFALO COURIER-EXPRESS**

Western New York's Only Morning  
and Sunday Newspaper

**REPRESENTATIVES:**

SCOLARO, MEEKER & SCOTT

Simplify your shipping schedule  
**SHIP via TWA — FAST 4-ENGINE,  
ALL-CARGO "SKY MERCHANT" SERVICE**  
coast to coast every night!\*

Save time . . . ship almost anything almost anywhere.  
Increase sales. Major markets only hours away. Phone  
Trans World Airlines now for low rates, schedules,  
quick pick-up. Across the U. S. and overseas . . . you  
can depend on TWA.

All TWA flights carry  
Air Mail, Air Express  
and Air Freight.  
\*Except Saturday and Sunday

**TWA**  
TRANS WORLD AIRLINES  
U.S.A. • EUROPE • AFRICA • ASIA



## Chef Hector Boiardi, absolutely nothin' is cookin'!

Because all the little wife has to do — as those grand ads in the Times-Star tell us — is heat and pour on. What? Why, Chef Boy-Ar-Dee Sauces, of course. Sauce with Mushrooms (yellow label) and Sauce with Meat (red label). And don't overlook Chef Boy-Ar-Dee Spaghetti and Meat Balls! We hope you keep on telling Greater Cincinnati women about your products through the T-S. More of 'em read it than any other Cincinnati daily.

## NEW SALES TOOL



**Gets  
Amazing  
Results!**

View-Master stereo color pictures will add a dynamic new selling dimension to the portrayal of your products and services! Salesmen like to use View-Master "come to life" pictures because they get and hold attention, because they're lightweight, compact, easy to carry and show. Sales managers like View-Master stereo pictures because they *get results at low cost!* If you have a selling problem, big or small, View-Master stereo pictures can help you solve it. Write for complete information.

**VIEW-MASTER**

**STEREO SELLING PICTURES**

© Sawyer's Inc.

**SAWYER'S INC., Dept. SM**  
**Portland 7, Oregon**

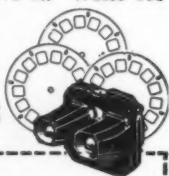
Please send information about View-Master three dimension pictures for commercial use.

Company Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

By \_\_\_\_\_ Position \_\_\_\_\_



## Commission Rates Paid Manufacturers' Agents

These are the average rates paid manufacturers' agents according to a survey made in 1948 by the Census Bureau. Commissions may vary somewhat today but not enough to make a substantial difference. The schedule will at least give you a rough idea of what you can expect to pay for representation. Note that the commission is generally higher when the agent carries stock than when he fills orders from the manufacturer's warehouse.

	With Stocks	Without Stocks
Amusement & sporting goods	9.4%	6.0%
Automobiles & other motor vehicles	—	2.7
Automotive equipment, tires & tubes	7.2	5.0
Books, periodicals & newspapers	—	12.9
Clothing, furnishings & footwear	5.9	5.0
Commercial machines & equipment	12.3	5.7
Confectionery	—	3.9
Construction materials	11.8	7.4
Construction machinery & equipment	10.2	8.1
Dairy & poultry products	—	2.3
Drugs, drug sundries	4.8	7.6
Dry goods	5.1	5.2
Electrical appliances & specialties	6.4	5.6
Farm-dairy machinery & equipment	8.6	8.2
Farm supplies	5.9	3.4
Furniture (household & office)	6.2	6.2
Groceries and food	5.8	2.4
Hardware	7.9	6.1
Home furnishings & floor coverings	6.7	6.5
Hosiery, underwear & piece goods	3.6	3.3
Industrial chemicals	3.6	4.9
Industrial machinery, equipment & supplies	9.2	8.2
Iron, steel & products	5.0	4.3
Jewelry	7.0	6.3
Lumber & millwork	6.9	4.4
Nonferrous, metals & metal work	3.4	3.8
Paints & varnishes	3.8	7.6
Paper (except stationery)	4.9	5.0
Petroleum & products	—	3.4
Plumbing, heating equipment & supplies	7.9	8.3
Professional equipment & supplies	13.6	8.3
Service establishment equipment & supplies	7.1	4.0
Stationery & office supplies	6.2	7.6
Transportation equipment & supplies (except auto)	4.2	5.5
Wines & distilled spirits	—	5.0
Wiring supplies & apparatus	8.0	7.2

Courtesy: Research Institute of America, New York, 1952.



## CUYAHOGA COUNTY (Greater Cleveland)

has more Retail Sales Volume  
than any one of 20 Entire States\*



*One newspaper dominates this great market -*

**7 out of 10 families read The Press**

The Press is the *homegoing* newspaper. It is always on hand when buying is being discussed by the family or planned by the housewife. It is truly a part of the family in these homes *every day*. Results are both quick and certain when you advertise in the paper that so many people live with, believe in, and buy from—every day.



\*Sales Management for year 1951.

# The Cleveland Press



## Wherever you find Foundrymen... you will find **FOUNDRY**



In one of the most extensive studies\* ever undertaken in the foundry industry, foundrymen told what publications they read and what publications they find most useful. **FOUNDRY** received this overwhelming "vote of confidence".

\*We will be happy to show you this complete report. Just drop us a line or ask the man from **FOUNDRY**.

	FOUNDRY	Publication A	Publication B	Publication C
Readers	596	270	332	205
"Most useful publication"	303	51	35	16

To the question, "Which publication do you find most useful?", **FOUNDRY** received nearly six times as many votes as the next publication, and twice as many votes as all other publications combined!

To get your product story over to the dynamic foundry market, tell it in **FOUNDRY**. It will reach over 45,000 foundrymen who influence buying in the foundries which account for 94% of all castings production.



**Do You Have This Marketing Guide?** "How To Sell The Foundry Market" is free. Write us or ask your **FOUNDRY** representative and a copy will be mailed to you.

**NBP**

**CCA**

# FOUNDRY

A Penton Publication  
Penton Building  
Cleveland 13, Ohio

# Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces  
and Other Literature Useful to Sales Executives

**The Aviation Market:** Data file prepared by *Aviation Age*, which includes an outline and composition of the market; military air forces market; manufacturers of airborne and ground aviation equipment; air carriers market; airports; aircraft service operations; executive aircraft operations; market outlook; how the military air services buy; USAF buying; selling the air force; U.S. Navy purchasing; field purchasing activities by geographical location; selling the aviation manufacturer; subcontracting; how to sell the airlines; aeronautical engineers; airline operating statistics; airline equipment and employment; cities served by airlines; airline fuel consumption; U.S. airports by class. Write to William G. Maass, Sales Manager, *Aviation Age*, 205 E. 42nd St., New York 17, N. Y.

**Advertising Clinic:** A continuing survey of *Architectural Record's* subscribers. It gives comments made by architects and engineers when asked: "In general, how could manufacturers of building products make their advertising in *AR* of greater value to you?" Some of the answers: by using informative graphs, drawings and photographs; by providing more technical data; by making advertisements more attractive; by including cost data; by telling rather than selling; more concrete facts and less sales talk. Write to Blake Hughes, Promotion Manager, *Architectural Record*, 119 W. 40th St., New York 18, N. Y.

**Merchandising Services Kit:** Made up by *Woman's Home Companion*, it shows displays and useful aids designed by *Companion* to help in sales efforts. The material is offered at cost, based on large quantity runs: reprints of advertisements, display cards, mechanical requirements

for folders, miniature folders, 4-page folders—pre-printed covers, 4-page folders—any current cover, pre-printed postal cards, merchandising letters, hang tags, etc. Write to R. B. Alexander, Advertising Manager, *Woman's Home Companion*, 640 Fifth Ave., New York 19, N. Y.

**The Purchasing Department and Its Place in Management Planning:** Booklet published by Remington Rand Inc., which outlines time and money saving procedures for fast, precision purchase action. There is a check list which gives the purchasing department a capsule survey of the information needed for efficient operation. Methods for processing requisitions, procuring bids, placing orders and follow-up of purchase orders are outlined, and case histories based on actual installations are reviewed. A section is devoted to reproduction of forms which give better purchasing records at lower net cost. A newly developed traveling requisition is explained. Write to C. A. Couch, Sales Manager, Kardex Control Division, Remington Rand Inc., 315 Fourth Ave., New York 10, N. Y.

**How to Sell the Hard-Goods Manufacturing Industries:** Booklet published by *Materials & Methods*, which defines the basic markets for engineering materials, parts, finishes and materials-processing equipment. It identifies the men in the hard-goods manufacturing industry who are responsible for the materials problems of product design and manufacture, and lists the types of technical and economic facts they need before selecting and specifying materials and processing methods. Write to William P. Winsor, Publisher, *Materials & Methods*, 330 W. 42nd St., New York 36, N. Y.

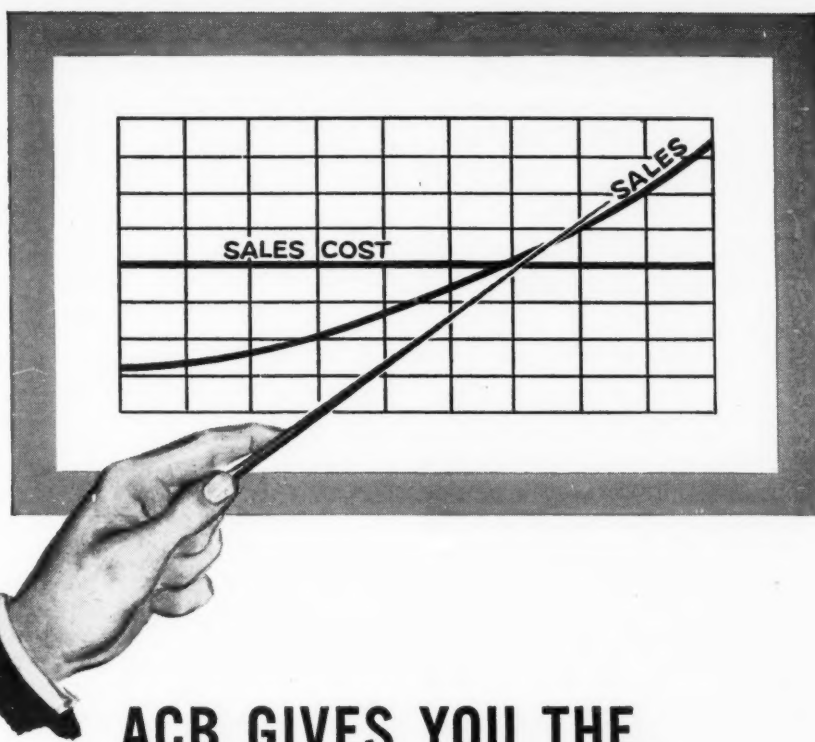
SALES MANAGEMENT

**Metropolitan Oakland:** Data compiled by *Oakland Tribune*, revealing the Oakland trading area to be the largest and fastest growing population center in Northern California: 69.4% gain from 1930 through 1950; city zone population, 4th on the Pacific Coast and 22nd in nation. There are figures on home construction, education, industrial investments in manufacturing plants, utilities, transportation, Port of Oakland tonnage, railroads, highways, motor vehicle registrations, retail market, yearly income and buying power, cash farm income and bank deposits, retail food, drug and general merchandise sales, electric and gas appliance sales. Write to Howard C. Stovel, Advertising Director, *Oakland Tribune*, Tribune Building, Oakland, Cal.

**Grocery Route List:** Second in a series published by *The Philadelphia Inquirer*, it covers 1,394 retail grocery and meat outlets in Delaware and Chester Counties in Pennsylvania, and in New Castle County in Delaware. Stores listed accounted for \$48 million in sales as reported by the 1948 U. S. Census of Retail Trade. Write to James T. Quirk, Promotion Manager, *The Philadelphia Inquirer*, Philadelphia 3, Pa.

**Catholic Press Directory:** It records circulation gain of 2 million subscribers, and shows an increase of 56 in number of publications now serving the Catholic market in the U.S. and Canada. Rate and data information is given for 136 newspapers and 341 magazines. Write to James F. Kane, Executive Secretary, Catholic Press Association, 120 Madison Ave., New York 16, N. Y.

**Southern California New Car Sales:** Data compiled by the Business Research Division of the *Los Angeles Herald-Express*. In 1951 curbs on vital materials, credit regulations and prices caused a drop in new passenger car sales. In the 11 Southern California counties sales dropped to 228,140 new cars as compared with 302,648 in 1950—a decline of 74,508 cars or 24.6%. There are detailed tabulations on new passenger car sales by counties and by economic areas. New commercial car sales are tabulated by counties. Data are by makes and are particularly valuable in sales planning. Write to Robert J. Simon, National Advertising Manager, *Los Angeles Herald-Express*, Los Angeles, Cal.



## ACB GIVES YOU THE “grassroot” information YOU NEED FOR BETTER SALES AND ADVERTISING RESULTS

### ACB Reports give facts on which decisions can be safely made

Into ACB's receiving rooms each day comes the nation's daily newspapers—their columns laden with 1½ billion dollars yearly of retailer advertising plus ½ billion dollars of national advertising.

The advertising columns are read and checked and processed into ACB Reports—each Report made strictly according to the user's own specifications! More than 1,100 progressive concerns use ACB Reports to alter or confirm their sales set-ups and advertising strategies.

As you study an ACB Report, clear-focus pictures of situations like these are framed in your mind.

... What's gone wrong with retailer support in Jensen's territory ... Competico is really advertising in the Atlantic States ... the price spread in Dallas seems wide ... why are we getting "skunked" in Tacoma ... The Emporium in Macon is doing a standout job with our mats ... our new man isn't bad according to this Report ...

Wherever a product is sold through retail stores, there is a need for ACB Research Reports. Kroehler Co., world's largest maker of furniture, a user of ACB Reports for more than 15 years, says:

"ACB service has been extremely valuable to us as a means for increasing the amount of daily newspaper advertising run by our dealers mentioning our brand name."

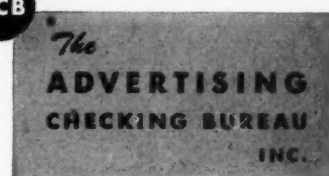
### Send for New Free Catalog

ACB has just issued a new catalog describing its 14 different services and cost of same. It's a 48-page book that should be in every sales and advertising department. In addition it contains a directory of all daily newspapers plus the U.S. Trade Census breakdown of 1,769,540 retail establishments! Send for it—it's free!

ACB reads every advertisement in every daily newspaper

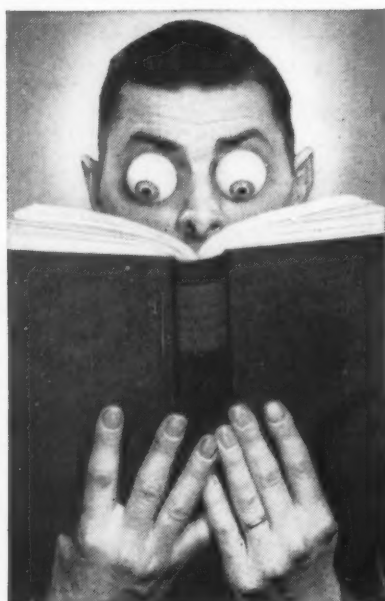
### ACB SERVICE OFFICES

79 Madison Ave. • New York 16  
18 S. Michigan Ave. • Chicago 3  
20 South Third St. • Columbus 15  
161 Jefferson Ave. • Memphis 3  
51 First St. • San Francisco 5





## ONE FOR THE BOOK!



**Only 5 cities in the  
United States have  
Sunday newspapers with  
circulations larger than  
MINNEAPOLIS SUNDAY  
TRIBUNE  
620,000  
in the Upper Midwest!**

## RICH CENTRAL FLORIDA

*Where the Oranges Grow  
Where the Cattle Graze*  
IS AN

## ISLAND MARKET

COVERED ONLY BY  
**ORLANDO SENTINEL-STAR**  
MORNING-EVENING-SUNDAY  
ORLANDO, FLORIDA

Not. Rep. BURKE, KUIPERS & MAHONEY

# Shop Talk

### Selling's Path-finder

We should not, I think, allow the clock to run out on 1952 without noting that this year marks a Golden Anniversary of more than slight significance to sales managers and salesmen everywhere.

It was in 1902 that Arthur Frederick Sheldon founded the Sheldon School of Salesmanship—the first enterprise of its kind—and an event to which we direct the attention of the courageous soul who sets out to write a history of selling's pioneer days. Although John H. Patterson is traditionally spoken of as "the father of sales training", the designation probably more properly belongs to Sheldon. At least it almost certainly was he who originated the idea of sales training on a mass basis, he who first attempted to practice it.

Sheldon was born in Vernon, Mich., in 1868. He died in 1935. He worked his way through the University of Michigan, and through law school, by selling. After graduation he became the first sales manager for Encyclopedia Britannica, where he built an organization of four or five hundred salesmen—a huge operation in its day.

Until Sheldon wrote his course in 1902, there had been published up to that time only nine books dealing with selling. So we learn from a statement in one of the School's later brochures. At the turn of the century selling was totally disorganized: It had no stated ethical concept, no literature. It is doubtful if it had ever occurred to anyone that it might be a profession-in-the-making. Until Sheldon came along with his original analysis of the sale (Attention, Interest, Desire, Resolve), no salesman even had a peg on which to hang a sales principle, provided he had the ability in abstract thinking to produce one.

It was his law training that led Sheldon to conceive and found a school for sales education. After observing what Blackstone did in giving to the world the science of law by organizing its fundamental principles, Sheldon developed the feeling that a science should and could be built for the world of sales. When we read today (as I have been doing) some of the Sheldon philosophy as it was set down in early publications of his school, it becomes apparent that he was thinking far, far ahead of his time.

It was he, for example, who saw salesmanship as a *service* profession. It was he who, in a speech made in Chicago in 1910 at the first Rotary convention, said, "He profits most who serves best" . . . words that were later informally adopted as the Rotary motto.

By 1924 when the first Sheldon course had undergone nearly a dozen revisions and expansions, Sheldon's service concept had jelled into this definition: "Successful selling is the art of inducing conscious, willing agreement, resulting in a sale mutually beneficial to buyer and seller."

Two recent articles in SALES MANAGEMENT which discussed the relation of semantics to selling were widely commented upon as being "brand new thinking" . . . yet a Sheldon course published in 1924 contained a section on vocabulary. ("To understand the thought, we must know the meaning of the symbols—the words—in which the thought is clothed.") We think of our discussions during the last several years of "reading for profit" as being newly minted . . . but Sheldon was telling salesmen how to read for profit over a quarter century ago.

By the mid-twenties some 100,000 students had taken the Sheldon courses. Among them were famous names; an early testimonial came, for instance, from J. C. Penney. Because Sheldon preached character-building as the basis of material success, he enrolled thousands of clergymen, doctors, lawyers, and others who had no direct interest in the sale of merchandise.

In 1908 the school published a simple 16-page brochure called "What Is Salesmanship?" which gained a distribution of more than half a million copies. The material in it is almost as fresh as though it had been written last week. Some quotes:

"Sales take place *in the mind*."

"A salesman deals with minds far more than with goods."

"Since a sale is a decision, it is well to understand just what a decision is. A decision is a wilful act of the mind and it cannot be made outside the mind. It cannot be made in the pocket, or with the hands that transfer the money. Therefore a sale is a mental state, the result of a process of thought and feeling in the mind."

"You can force a man to do a thing your way, but unless he is really convinced in his own mind, you have not persuaded him. . . . The word 'persuasion' is one of the greatest in the English language. A man who is gifted with the power of persuasion can get nearly everything he wants in this world."

"You can take two men of apparently equal ability, teach them both the same facts about any line, send them out, and one man will sell twice as much as the other. The one didn't know the goods any better than the other, but he knew better how to appeal to the minds of his customers. He could persuade."

A man who worked closely with Sheldon in the early days said recently, "It is hard to account for the scarcity of books on selling in the early 1900's, except for the fact that it was virtually impossible to write anything fundamental and important without parroting Sheldon or infringing on his copyrights. There need not have been any fears about the latter. Sheldon was devoted to spreading a gospel. As articles and speech reprints began to appear, without credit and frequently with verbatim plagiarism, and these came to his attention, he was quick to write the author, congratulate him, and thank him for his contribution 'to the cause.' He could not be persuaded to stop even the most flagrant infringements, and it is well for American business that this was so."

"The Science of Successful Salesmanship" was followed by other courses: The Science of Industrial Success (1905); The Science of Service (1909); The Science of Business (1915); Talks about Business (1919). Among other activities, Sheldon found time to act as head of an organization called the International Business Science Society which had branches all over America and in England and Australia. For about 22 years he was publisher and editor of "The Business Philosopher." Incidentally, he wrote the first sales course for the Fuller Brush Co.

The Sheldon School is still in existence, and the course it offers is undergoing a current revision. Its president (on a part-time-activity basis) is none other than Arthur Hood, v-p of Vance Publishing Co., former chairman of National Sales Executives, and, appropriately, former student of Arthur Frederick Sheldon. E. M. Miller of Kalamazoo is vice-president, and Albert Haring of Indiana University is secretary-treasurer. Moore Institute has the franchise for teaching Sheldon courses in the Chicago area (Moore is the Robert Moore who recently wrote "The Human Side of Selling.")

When we get around to the establishment of a "Salesmanship Hall of Fame," Arthur Sheldon might well be its first nominee . . . a tribute to a salesman with creative imagination, vision and foresight.

**A. R. HAHN**  
Managing Editor.

In any  
market  
one  
newspaper  
is  
Newspaper  
Number One.

San Francisco  
EXAMINER

HEARST ADVERTISING SERVICE

All <sup>Good</sup> selling is  
...and nothing specializes



In just about every field of business you'll find ABC and ABP papers out in front in reader and advertiser preference. ABP papers alone (all ABC-audited) are paid for by almost two million subscribers . . . at a total cost of more than \$8,000,000 a year. You'll find it well worth your while to look for the ABP-ABC symbols—and measure what they stand for—when selecting business papers to carry your selling story.

**THE ASSOCIATED  
BUSINESS**

SALES MANAGEMENT



# specialized

*like the business press*

You could sell umbrellas on a sunny corner in California (Hollywood and Vine, maybe). But a shrewd salesman can triple your take on a misty Main Street where people are fewer, but wetter . . . and all prospects.

It's the obvious-Adams logic of *specializing*. And it's the answer to the urgent need today for more selling . . . and better selling. It means selective advertising . . . to pick your markets and pound them . . . to put every dollar where it counts . . . to aim sharply—not just at markets but at pinpointed customers within those markets.

**This is a job for the business press . . . and it's a job no other media can do so well.**

Take any typical product . . . drugs, for example. You'll find business papers edited for the chemist, the manufacturer, the processing engineer, the druggist. It's the same in any field. Each paper specializes on a particular level within a particular market. Each draws a specialized audience . . . reading with a searching *what's-in-it-for-me?* The editorial pages spark action . . . and sales; they turn readers to the ad pages to hunt for new products, new materials, new services to do a job better. In their business papers *your* business is sure to be *their* business; your ad talks in terms of their profit problems.

There's strong proof this specialized advertising pays. Last year, 489 leading advertisers alone spent \$74,000,000 in business papers. And this year, the total for *all* business press advertising will come close to \$300,000,000.

As selling gets tougher, and pencils are sharpened to figure costs more closely, ad lineage in business papers is growing . . . fast! Why? Simply because you can sell more of any product . . . and sell at a lower cost . . . when you advertise first in the specialized business press.



## PUBLICATIONS

Founded 1916

205 East 42nd Street, New York 17, N. Y. MUrray Hill 6-4980

DECEMBER 15, 1952

### Is your CONTEST entry in?

When ABP presents its 11th annual awards for the best advertising in Merchandising Publications . . . and in Industrial, Institutional and Professional Publications . . . will your ads be among the winners? They may be—if you get your entries in now.

Campaigns are judged on copy, layout, overall selling effectiveness . . . and results. The winning writers and companies will receive wide recognition and their campaigns will be used as outstanding examples of good business paper advertising.

- To enter one—or both—of the ABP contests, send for your copy of the contest rules now. Entries can be made by advertisers or by agencies. For full information, write ABP.

### How to get a line on (and to) your dealers . . .

How has the shift in selling methods and marketing conditions changed your dealer picture? A new survey made by ABP has detailed answers . . . and some important clues to what-to-do-about-it.

This NEW SURVEY OF DEALERS digs up data about dealer tie-in behaviour . . . and what dealers want in your advertising. It compares the findings with an earlier study (made in '48) and points up some sensitive spots in your advertising and merchandising approaches to retailers. If you haven't studied it yet . . . be sure to. And be sure every copywriter and everyone on your sales promotion staff digs into its facts.

- Write to ABP for a copy . . . Price \$1.00. OR . . . ask ABP to have a representative of the merchandising paper in your field show you the figures-and-facts . . . and what they mean in your selling picture.



**RIGHT:** On TV test commercial, 13 viewers out of 100 recalled all points of product story she told. Reason: no eye distractions.



**WRONG:** Same product but more gal got only 2 point-by-point product story recalls per 100 viewers. Who'd look at product?

#### For Best TV Commercial Results:

1. Correlate audio and video
2. Demonstrate
3. Keep it simple
4. Use the right presenter
5. Keep setting authentic

## Do "Super" TV Commercials Pay?

There's no point in doubling the cost of TV commercials by dressing them up in flossy garb and expensive production touches—unless by so doing, sales effectiveness is increased. And studies conducted by the Schwerin Research Corp., New York City, show that elaborate commercials don't measure up to the simple kind in getting the sales message across.

Commercial effectiveness decreases as the presentation becomes more rhapsodic, more flamboyant, according to Schwerin. The company's vice-president, Leonard Kudisch, says his company has studied the reactions of nearly one million people to 6,000 TV commercials, found that "inexpensive commercials which present the selling message in a simple manner result in at least as high scores for audience liking, remembrance and belief as the most expensive and complicated commercials."

The video industry, taking note of the \$6 million spent annually in New York City alone for TV commercials, tends to agree with Schwerin's findings.

### Network to Test

Last month NBC announced that it will work with Schwerin, begin a commercial testing service for network television (and radio) clients and make facilities available for producing experimental television commercials. Experimental commercials will then be tested before special audience groups.

"Now," says John Herbert, vice-president in charge of NBC radio

and TV network sales, "NBC will schedule times in its New York studios for the rehearsal and shooting of rough commercials. These will be kinescope recorded and later played back to Schwerin test audiences to determine how well sales points get across to the public."

Result: Sales ideas will be pre-tested, so that ultimate on-the-air commercials will have the benefit of test experience.

NBC has, in fact, begun its own keep-it-simple research, and has already come up with commercial case histories which show that cutting the frosting out of commercials can produce bigger sales returns.

### A Case History

The network contends that it is important to "correlate audio and video" in presenting the product story. In NBC's study of two commercials for a television receiver, for example, commercial "A" showed an announcer standing beside a receiver, telling of a special engineering feat. That feature received only five responses per 100 viewers in the test. But in commercial "B" the announcer stood beside an *exposed chassis* of the television receiver. He told the same engineering story but pointed at the special feature as he spoke of it. Response to this commercial was 41 per 100 viewers, or eight times more recall when the picture and sound told the same story simultaneously.

Pre-testing has brought forth the importance of using the right "presenter" in commercializing. For example, a prepared mix product com-

mercial pointed out that use of the mix achieved perfect baking results. A chef was pictured pulling pastry from the oven, explaining the commercial claim. In another approach the same demonstration was made by a little girl. The first commercial won 16 responses per 100 viewers; 73 viewers recalled all the story when the child presented it.

### Test Cost Low

According to Schwerin, TV commercials used for such tests are rough "blueprints" made by advertisers and their agencies for approximately \$250 to \$400. When pre-tested before 300-member audiences in Schwerin's Manhattan theater, these simplified filmed commercials have produced scores equal to elaborate commercials costing the advertiser \$3,000 to \$10,000.

As an example of what "clutter" can *not* accomplish, Kudisch supervised pre-testing of a commercial for a hard goods company, which showed a gal undressing behind a 4½ ft. screen . . . while the announcer's voice on soundtrack delivered the sales message. Very few people remembered anything from the advertising message, notes Kudisch, because they were paying close attention to the model—instead of the product. "We tested another commercial for the same product, with essentially the same copy, but with a less distracting pictorial element. It achieved more than twice as much remembrance," Kudisch states.

For another advertiser (a drug product), it was found that a simplified version of a finished commercial

# HERE TODAY AND HERE TOMORROW

THAT YOUNG WOMAN IN HER TEENS



**Big Buyer on her own!**  
Earnings and allowances give these girls \$3,700,000,000 a year to spend, fancy free.



**Getting gifts galore!**  
Birthdays, Christmas, graduation, hope chest. Gifts she nearly always selects herself.



**Coaching Mom, Dad!**  
Power in every field of family buying. She can pick a product... switch a brand.



**Here comes the bride!**  
More girls wed at 18 than at any other age. Is your product on their shopping lists, for life?

THERE'S ONE BEST WAY  
TO REACH THE 7,500,000  
YOUNG WOMEN IN THEIR TEENS:

*seventeen*  
**sells!**

NEW YORK • BOSTON • CHICAGO • HOLLYWOOD • ATLANTA





—which cost less than one-seventh the cost of the original—scored as high on remembrance and belief as the original.

Pre-test evidence seems to indicate, and NBC agrees, that research into sales effectiveness shows wide differences in what television advertisers are getting for their money.

NBC has found, for example, that two of its advertisers were reaching about the same number of people at about the same cost. Yet one advertiser got eight times as many "extra customers per dollar" as his competitor.

With the announcement of the testing service, NBC released a research report called "How to Increase the Effectiveness of Television Commercials." The Schwerin organization, along with the network, contributed to the booklet. Conclusions contained in the study are based on tests of approximately 2,000 different television commercials for several hundred nationally advertised products.

The study reveals, among the case histories, that a commercial message can often be told more effectively in less time. The selling message in a commercial on a food product was condensed into a version which ran 40 seconds shorter than the original. It drew 61 responses per 100 viewers, against a score of 54 for the longer version.

Concludes the network: "It becomes increasingly clear that the find-

Jerome Eisnitz, advertising manager, Schenley Distributors, Inc., made a survey, found that (1) 48.6% of the nation's males wear spectacles, and (2) less than 10% of all national advertising features a model in glasses. Result: Schenley's Thanksgiving advertisement for Cream of Kentucky blended whiskey, which appeared in 260 daily newspapers, showed bespectacled male model.

Jerome Eisnitz wears glasses.

ings put a premium on good thinking and bold imagination. These principles are not tricks which automatically turn out good commercials; they merely establish boundaries marking off the wide areas in which creative initiative has full play." Perhaps these studies merely serve to substantiate that old "sales formula" the Army instructors use in classrooms: First, tell 'em what you're going to tell 'em; then tell 'em; then tell 'em what you've told 'em.

## Does Your Package Need Face-Lifting for TV?

If your product package is televised, is it telegenic?

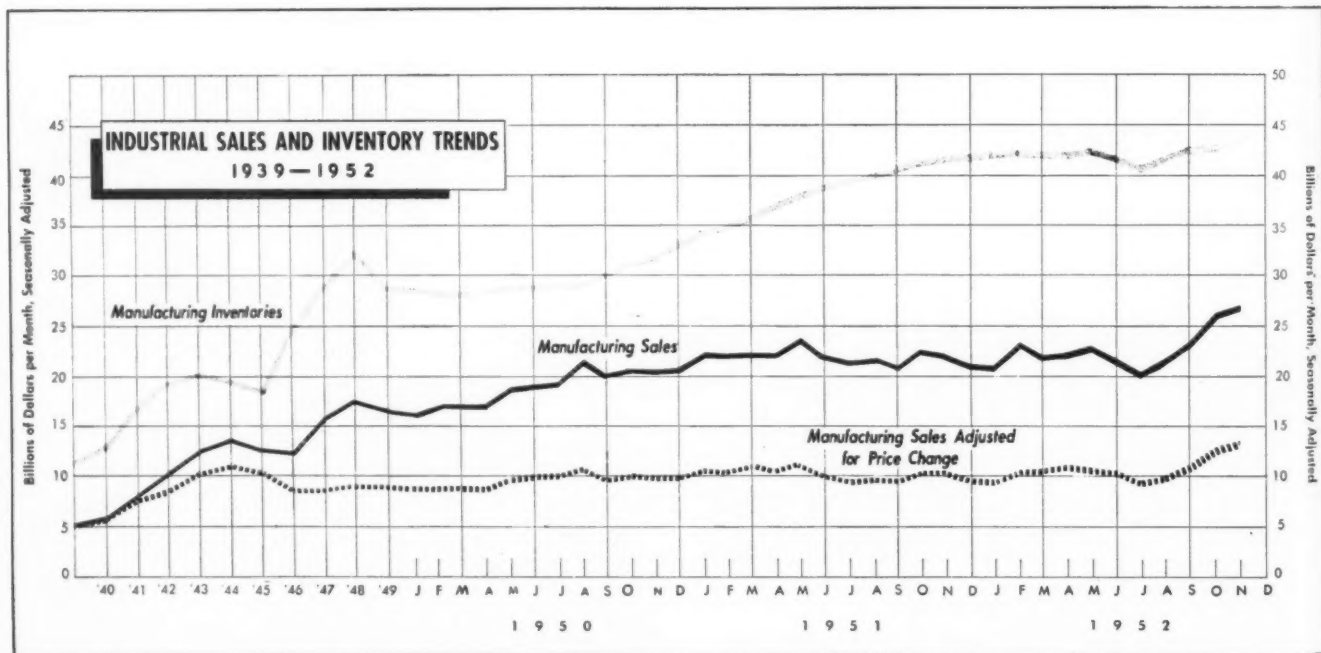
The fact is, many brightly colored, glossy packages which shout for attention on the super market shelf reproduce in dull black and white on the television screen. Often, brilliant colors and glossy surfaces can't be accurately transmitted to the TV audience.

That's why TV actresses are cautioned against glittering jewelry, and all TV performers are warned about extremes of contrast in clothing.

The problem for the advertiser is, of course, clear enough: Some packages should have "make-up" applied especially for TV advertising; other packages need complete color overhauling—in which case the manufacturer should arrange for a special "stand-in" package to substitute for the real thing.

Last month at Milwaukee's WTMJ-TV studios, owned by the publishers of *The Milwaukee Journal*, Milprint, Inc. (printing, packaging), organized a reproduction-of-package-design clinic. Object: study the techniques needed to make packages appear at their best on TV.

WTMJ-TV put \$100,000 worth of TV equipment at the disposal of Bradford Haywood, national director of package design, Milprint, and the stations art director, Joe Fox.



Industrial shipments set another all-time record in November at nearly 27 billion dollars of shipments. With steel deliveries still pacing the current industrial boom, good gains have also been chalked up for fabricated metals, transportation goods and lumber

among the hard goods, while among non-durables, the greatest gains are in apparel, food and chemicals. These gains seem too great to be sustained for very long and most observers expect some tapering off at the close of the year.

**Now**—based on a year of research—

**32,000**

**the largest circulation  
in the TBA market**

**INCLUDING**

- ... tire, battery and accessory stations
- ... tire recappers and tire repair shops
- ... service stations—large establishments with TBA departments
- ... car dealers—large establishments with TBA departments
- ... independent oil jobbers with TBA programs
- ... top TBA management in oil refiner marketers with TBA programs
- ... automotive jobbers

**Starting with the January, 1953 issue**

**TIRES**  
**Service Station**

**WILL BECOME**

**TIRES**  
**TBA MERCHANDISING**



**386 Fourth Avenue, New York 16, New York**

**Publishers of:** Sales Management, Premium Practice & Business Promotion, Sales Meetings,  
Sales Management, Survey of Buying Power, India Rubber World, Grocer-Graphic,  
Fountain & Fast Food, Rug Profits, TIRES-TBA Merchandising

Milprint put its own packaging samples before the test cameras, and technicians and engineers televised them on closed circuits. Monitoring sets were placed at strategic points in the station auditorium for viewing by the gathering of Milprint designers, sales and production personnel.

Conclusions: Even the improved TV tubes now in use will not reproduce 100% contrast. Example: When black-and-white designs were placed before clinic cameras, the patterns were foggy, indistinct. But a similar design of light and dark grays gave viewers a much sharper image than did the absolute black-white patterns. Result: The TV screen cannot register white as clearly as off-white shades.

The "light" shades, such as yellow,

fade to white on the TV screen.

Greens, reds and the "heavier" colors tend to reproduce as gray, or black.

The higher the reflection value of various surfaces, the greater chance that reproduction will "wash out" to shades of white on TV. Example: A popular beverage bottle carries a bright foil neck label. But for TV advertising, the manufacturer substitutes photostatic copies for the ordinary label. The photostatic copies appear on TV as perfect "stand-ins" for the real foil.

Further study, undertaken by urban TV stations, packaging men and "visual technicians," may ultimately develop two product package lines—one for point-of-purchase, one for TV advertising.

## Pang's Promotional Booklet Is Politically Pat

The Pangborn Corp., Hagerstown, Md., makers of blast cleaning and dust control equipment, is divided into two sharply competitive camps: (1) the dust control department; (2) the blast cleaning department. To keep the peace, Pangborn's sales promotion department must put on kid gloves when promotions are scheduled. What if one department was slighted?

So it is that each department feels it should be given preference in promotional literature.

Last month, when Pangborn decided to publish a booklet illustrating its line of small "standard units" for blast cleaning and dust collection applications, both departments wanted "front-of-the-book" preference.

Problem: How could the sales promotion department solve a political problem in the preparation of a single booklet to cover both lines?

Solution: an upside-down booklet, with two front covers, two sections.

One cover opens onto blast cleaning pages. Then, by turning the booklet over and upside down, the cover of the second section—devoted to dust collection—is in proper reading position. So, no matter from which end of the booklet the reader begins, midway the pages become upside-down pages, and he must turn the booklet over to continue reading.

On one cover: "See back cover for dust control." On the other cover: "See back cover for blast cleaning."

The booklet is pocket-size, illustrates the various models of Pangborn equipment, the proper equipment to use on various industrial cleaning and dust control jobs.

### OCCUPATION

## The American Legion Magazine

12.2% Own Small Business  
(men readers)



Professional	5.1%
Semi-Professional	5.2
Major Executives	5.6
Minor Executives	11.1
Skilled Labor	15.8

Source: Starch Consumer Magazine Report, January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE

## "COMPLETE LOCAL COVERAGE SELL FOOD PRODUCTS" SAYS PRESIDENT OF LARGE GROCERY CHAIN

Sioux City, Iowa: "In the grocery business, complete local coverage is what we must get when we buy advertising," says Mr. T. C. Grindberg, president of Tolerton & Warfield company, wholesale grocer and exclusive supplier of 90 Council Oak stores in Sioux City and in the Sioux City retail trade area.\*



T. C. Grindberg

"Dollar for dollar and customer for customer we use the Sioux City Journal and Journal-Tribune newspapers, consistently, for high food sales volume!" Mr. Grindberg has again proven the old adage that "all business is local."

Sioux City is located in the heart of the rich midwest, has a metropolitan area population of 103,917, is the third largest stocker feeder market in the world and rates fourth highest in the nation in total cattle receipts.

\*Sioux City A.B.C. Retail Trade Area  
(49 counties in Iowa, Nebraska, South Dakota, Minnesota).  
Population—818,400 "Buy Minded" people.

Quipped the pro-Adlai The Reporter after Ike was in:

Hail to B. B. D. & O.  
It told the nation how to go;  
It managed by advertisement  
To sell us a new President.  
Eisenhower hits the spot,  
One full General, that's a lot.  
Feeling sluggish, feeling sick?  
Take a dose of Ike and Dick.  
Philip Morris, Lucky Strike,  
Alka-Seltzer, I like Ike.



## Ad Managers: How To make Them Vanish

Why do company advertising managers politely step around exhibit media? The industry show is an established sales tool, and is as "scientific" as any other advertising medium. Isn't it worth the advertising manager's time?

Shouldn't he project himself into a prospective customer's point of view, get into the other fellow's shoes, take a walk down the aisle in front of his own space exhibit?

Gene Wedereit, president, National Industrial Advertisers Association and director of advertising, The Girdler Corp., Louisville, Ky., thinks advertising managers should see themselves as others see them—especially at trade shows.

He believes they should make the industry show "required going," and that sales management ought to see to it that he gets there. He says the industrial show has its rightful place in the sun with all other advertising media, and offers 10 reasons why the advertising manager should show up:

### Here's Why

1. He becomes better acquainted with sales and sales management personnel of his own company.
2. It gives him a chance to spend productive time with members of his own company's technical staff.
3. He can observe personal sales approach and procedure of top-notch salesmen in his organization.
4. He can see exactly how advertising or promotion literature is used in personal selling.
5. He can check prospects' reactions to literature.
6. He can employ features of the display to emphasize to his management the services rendered to sales by the advertising department.
7. He can more closely observe sales and advertising techniques used by manufacturers of related products.
8. He can get first-hand knowledge of sales appeals used by competitors.
9. He can see and compare relative advantages and disadvantages of competitive merchandise.
10. He can get to know advertising managers of competitive companies.

# FOR 1953

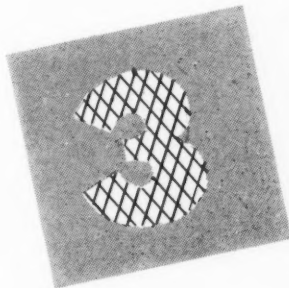
## Get all 3:



**Comprehensive coverage of the business executive field, market by market, region by region, all over the U.S.A.**



**Responsive readership stimulated by the most timely, useful business news available every working day.**



**Advertising effectiveness heightened by reaching the companies that do the most business and need the most products and services with which to do business!**

## THE WALL STREET JOURNAL

Published at:

New York  
44 Broad

Chicago  
12 E. Grand

Dallas  
911 Young

San Francisco  
415 Bush

ABC 9/30/52:237,886

# It's 2 to 1..

## PROFITS ARE BIGGER IN Fast Food

Sound selling to the restaurant trade means following the trend of American eating... to fast food. Here's why: In fast-service eating places, twice-as-many-customers-per-seat means more meals... more profits. Twice the turnover per seat means more restaurants and hotels turning to counter service... more fast food eating places going up everywhere. This means quantities of new equipment needed... by new places... and by operators constantly on the alert for new methods of building traffic, speeding turnover, upping profits.

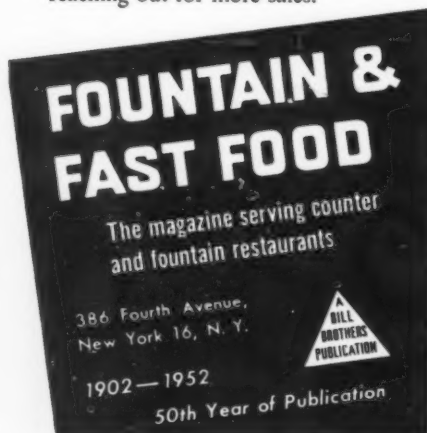
### HOW TO SELL 40,000 FAST FOOD RESTAURANTS

This is the growing part of the restaurant business (the profit slice)! It's big business with big new problems that need help. Help in planning layouts, menus and merchandising... help in business management for greater profits.

Today, 40,000 fast food eating places get just that guidance from FOUNTAIN & FAST FOOD. The magazine that for fifty years helped the soda fountain to grow is now helping its lusty offshoot—the counter restaurant—to grow much bigger.

### MORE ADVERTISING... FOR BIGGER BUSINESS

Well worth watching today is the advertising growth of FOUNTAIN & FAST FOOD... matching the growth of the market and the magazine. It's the place where more advertisers are reaching out for more sales.



## Eastern Air Lines Builds Jet-Propelled Managers

(continued from page 27)

The gang did its part.

Eastern has never had an organization chart. Eddie's theory is that the gang, headed by Paul Brattain and Sid Shannon, should be able to pitch in wherever needed. . . And twice in the next four years they pitched in for long periods without him.

In February 1941 he was a passenger on an Eastern flight which cracked up near Atlanta. His skull was crushed, left arm and several ribs broken, nose knocked in, left eye dangling down his cheek. He refused to confirm a report he heard over his bedside radio at the hospital that "Eddie Rickenbacker is dying." But it was seven long, grim months before he could return to work.

A year later a B-17 in which he was a passenger on an Army mission to Australia, failed to find Canton Island and came down on the water. All but one of this group of eight kept alive in rubber boats for 24 days before they were rescued. A month more passed before Rickenbacker could get back to work.

Eastern went on. Perhaps, by then, it would have gone on even if he hadn't come back. But Eastern still needed him. It still does. Though he may drive and dominate less, he still prevails. And even if he were to retire (which he won't) the outfit would continue to reflect him in a hundred different ways.

Some of the ways are pretty rough; others strangely gentle and humane:

### The Human Side

Every Eastern plane carries a Bible, in a special slot built for it. . . On request beforehand, a blind passenger on any flight may get the *Reader's Digest* in braille. (One issue of the little *Digest* in this form becomes four great big volumes.) . . . To New York's Eye Bank for Sight Restoration, Eastern planes are carrying, an average of three times a week, eyes taken from people who have just died. These still-living eyes rest in thermos jugs at 40 degrees. The living blind with impaired or without corneas thus may have their sight restored. The eyes of the dead stay alive and useful for 72 hours.

The 12-page single-space listing at my place at the near-the-door corner of the Hotel Saxony's ballroom on Wednesday morning, September 10, stretched from No. 1 (Capt. E. V.

Rickenbacker) on and on and on to No. 312 (Daniel O. Patton, former electronic radio maintenance shop, Miami.) Patton would appear five days hence. After him would come speakers we had missed, and forums.

No. 1 rose, welcomed us, introduced the guests and set forth to summarize the state of the system:

"This is the *damndest* airline in the entire world!"

Eddie Rickenbacker said it proudly—but seriously. Almost ominously. The fact was that the airline was then facing some of the damndest problems. He reeled them off:

### "Damndest Airline"

1. Delayed delivery of new Super Constellations "cost us several millions."

(Eastern had ordered for delivery during 1952 and 1953, 60 twin-engined, 40-passenger Silver Falcons from Glenn L. Martin Co., Baltimore, and 30 four-engined Super Connies from Lockheed Aircraft Corp., Burbank, Cal. Of their \$100 million cost, Eastern had advanced \$24.1 million to the suppliers.)

2. Then Martin was found to be "worse off than broke." Had Martin gone into receivership, Eastern would have "lost \$11 million already paid—and we'd have got no new planes."

(And so Eastern had to find banks and others to dig up \$33 million to bail out Martin.)

3. Eastern normally is the largest user of Newark airport. Its closing after three fatal crashes last winter (none of them Eastern planes) was costing the system \$1.5 million a month. Newark would not be fully reopened until November 15. Meanwhile, as head of the first all-aviation industry committee, Rick was busy proving to communities in the New York area that the lines had reduced noise and danger to homes by 75%.

4. Gasoline rationing last spring, with the oil industry's strike, had reduced flights and revenue.

5. The new higher-powered, higher-altitude planes had brought supercharger and other equipment problems. . . However, "the Silver Falcon is a superb job—a tribute to our own gang, who helped design it." The Super Connies (costing \$1,630,000 each) would have enough power "to keep ahead of anything expected in the next several years."

6. Construction of a new \$5 million line maintenance building at Miami had been slowed by last summer's 57-day steel strike.



7. The Treasurer would report later on revenue—or lack of it.

8. Load factor (ratio of passengers to plane capacity) was down from last year's 65 to 60.

(But this still means Eastern carried more passengers: As against 21 in the old DC-3's, the Falcons seat 40. The Super Constellations seat 88, or 28 more than the older Connies. Also, on *coach* flights the load factor ranged with different planes between 60.24 to 79.58.)

9. Costs this year rose \$2 million a month. Eastern has added 1,200 employes. The Captain urged the board members to watch such expenses as telephone ("teletype or memo instead") and petty cash (no longer petty). "The fact that we have money coming in is no reason for us to spend it. *Accumulate it!*"

10. Competitors were making cracks about Eastern's three-and-two seating arrangement on the Connies.

(On its New York-Atlanta Constellation debut, Rick observed, Capital Airlines offered not only more elbow room but "flowers and gadgets. . . . But the public buys on-time, safe, reliable transportation; a kindly smile and service—and new equipment. Capital couldn't compete, and put their equipment on northern routes." It served them right: Capital was a subsidized "interloper. We were there first. Let's show them what the *free enterprise system* can do!")

"11. Excess baggage must be paid for. We can't give it away. The other lines don't do it." When one passenger squawked about an excess charge for a briefcase, Rick told him: "Multiply that by 60 and its two free tickets to New York *you'd* have to pay for."

### Costs of Carelessness

His tongue really began to bite when he mentioned:

"12. *Accidents.* . . . A couple of our Constellations at Idlewild fell in love with each other. (A crushed wing costs \$100,000.) Then there was the pilot at Atlanta who ran off the runway into the mud—"tried to blast his way out and crashed into the concrete. This accident cost us more than \$500,000. . . . Sure, we're insured. But insurance is based on experience. *You* pay for it. And besides, that plane is out of commission for four months. At a 60% load factor that means \$1,060,000."

He jumped from the vagaries of pilots to baggage. A *must*: Each member of the Junior Board would report monthly on costs of handling

mishandled and damaged bags. "Through the years, by watching the 'little things,'" he said, "we've saved millions. We've got to save and make a lot more."

13. A proposed merger with Colonial Airlines should benefit both companies, their stockholders, employes and the communities they serve. Taxpayers would benefit by elimination of Colonial's mail subsidy.

In August, on invitation of Colonial's president, B. T. Dykes, Rick-enbacker had addressed Colonial's

New York people. From Eastern Colonial stockholders would get \$16.50 a share—as against \$11 offered by National Airlines. . . . Eastern turns over traffic to Colonial for New England, upstate New York, eastern Canada and Bermuda. . . . The Captain stressed Eastern's new planes; its "soundest financial position in the industry"; "close relationship between the company and its employes."

Eastern builds "a constant parade of youth, developing its own leadership to carry on."



Move  
Office  
Furniture  
this safe  
way . . .

Shifting offices from one city to another requires careful handling of fine furniture, office machines, files and records. Do it the **SAFE** way — Call in your North American Van Lines Agent. NAVL padded vans eliminate crating, delays, worries. On-time delivery assured. This same dependable care is yours to command for moving household goods, or transferred personnel. Get "Survey Service" estimate . . . no obligations.

**Call Your Local North American Agent!**

Consult your classified phone book



Dept. SM13, Ft. Wayne, Indiana

**AMERICA'S LEADING LONG - DISTANCE MOVING ORGANIZATION**



14. Meanwhile, a lot of business could be built in new interchanges with Braniff to Kansas City and Denver, and with Pan Am and Panagra at Miami to South America. A proposed interchange with TWA would take Eastern planes to the West Coast.

15. But everyone at Eastern would have to dig in. The Captain was most emphatic about it: "For 13 years we've been living in a fool's paradise. We've been living on our own fat. . . But today government spending is leveling off. It will start down by

mid-1953. You'd better write off that military traffic—and fight a hell of a lot harder for the civilian!" . . .

The men directly in charge of sales reiterated this. "Jack" Frost, vice-president, pointed out that "sales start at the top, but are the job of all of us. . . All employees selling together, and proud of our company, add up to sales leadership."

Of Eastern's 9,131 people, he told SM, 3,000 are directly in Traffic and Sales. But station managers also sell. Flight attendants and others are doing their part to make Eastern "travel

headquarters," for flights everywhere.

Another outfit, confronting all the problems this airline has had to meet this year, might be pleased to hold last year's rate of sales. But Eastern had set a quota of \$153.9 million—56% more than 1951's volume of \$98.3 million. I heard considerable grumbling over the fact that it will have to settle for about \$136 million—a modest increase of 39%!

Frost's assistant, William T. Raymond, urged the ability to sell Eastern as prerequisite to getting a job and a promotion: "Just 10% better selling" could mean about \$14 million more volume.

### Sell for Your Supper

And Rodney W. King, general traffic manager, reminded the Junior Board that not too long ago an employee's ability to dig up a passenger every week meant the difference between pay and no pay on Saturday.

Despite the growth of mail, express and freight, passengers today represent 95% of Eastern's revenue—as compared with 73% 13 years ago. In this period the system's revenue passenger mileage has multiplied from 103 million annually to more than two billion. (Rickenbacker is not happy over the fact that passenger mileage per employee has merely trebled, from 73,000 to 220,000.)

A pound of people is worth more than a pound of anything else. Passengers produce 60 cents a ton mile—vs. 45 cents from mail, an average of 38 cents from express, and 21 cents from freight.

At every turn my ears and eyes were confronted by Sales. Sales at a Profit. A board in the corner of the room told of sales training aids: how to "understand your traffic manual;" "what to do and what not to do. Words are used precisely. . ."

Words. I learned that 62% of passenger volume—totaling last year \$92.6 million, or 30% more than in 1950—was persuaded by telephone. On the basis of tickets issued, the records show 40% of the passenger business signed by city ticket offices; 26% by field offices; 18% by other airlines; 15% by travel agents. These total 99%. But in addition to all their other duties, the flight attendants (stewards and stewardesses) provide 1%—or about \$1.4 million.

Promotional words have helped to create a new Southern Empire. In 10 years the number of passengers Eastern carried to Florida rose from 45,213 to 377,096.

Though a score of cities on the system are larger in population, Mi-



Christmas Club saving has reached a record peak in Worcester this year — where over 43,000 buy-conscious Christmas Club savers are being paid nearly 3 million dollars in Christmas Club checks.

You'll enjoy a sales and profit bonus, too — by consistent advertising in the Telegram-Gazette — the papers that guide Worcester buying. Daily circulation 153,234, Sunday 104,542.



**WORCESTER, MASSACHUSETTS**

George F. Booth, Publisher

**MOLONEY, REGAN & SCHMITT, Inc.**  
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

# Sales pay the Advertising Bill

... and determine the size of the advertising budget.

Just two of many reasons why the sales executive has

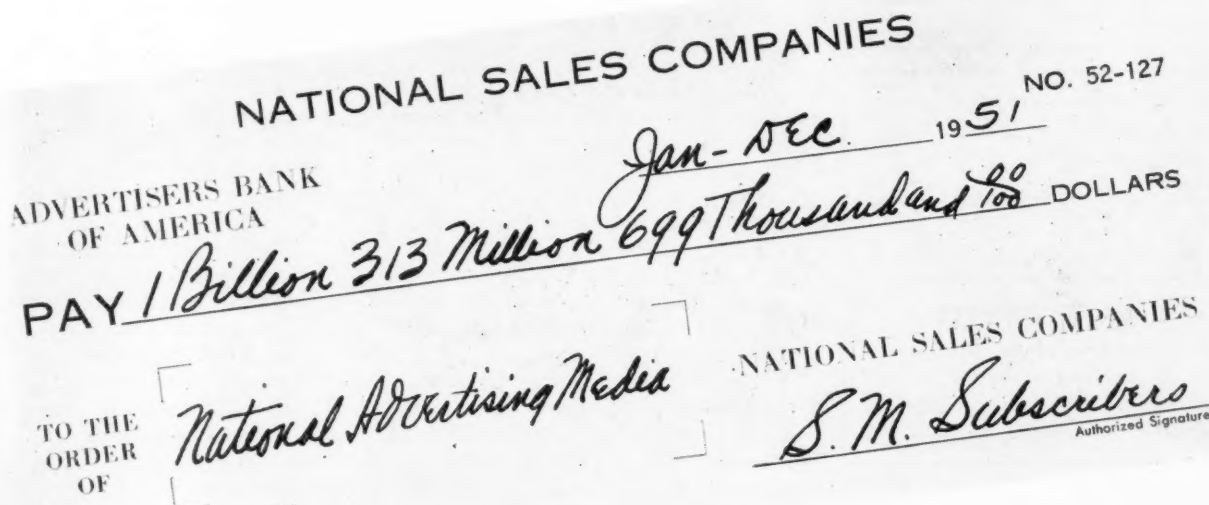
the final say in the selection of markets and media ...

Just two of many reasons why the sales executive's

magazine—SALES MANAGEMENT—is a must in your plans.

The sales executives you reach through SALES MANAGEMENT

made possible payment of this "check" in 1951.\*



\*For newspapers, magazines, network radio and TV. Actually, the check should have been for \$1,386,915,000 ... if you expected SALES MANAGEMENT, or any other magazine, to have 100% coverage and influence. The advertisers we failed to reach invested \$73,216,000 —just 5.3% of the total. Sorry—but we'll certainly do better next year ... with our circulation currently increasing at the rate of 18% per annum.

DECEMBER 15, 1952

## Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.

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Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories and releases.

For more information write or phone  
**SICKLES PHOTO-REPORTING SERVICE**  
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### GENERAL SALES MANAGER

AAA1 Midwest feed manufacturer with dynamic long term growth program offers outstanding opportunity to top notch man with imagination, drive, leadership and ability and a proven record of success in the feed or other farm products industry. Major responsibilities include selecting, training, retraining and leading men who can and will do an aggressive effective feed merchandising job and build a sound dealer organization. College degree and age 30 to 40 desired. All replies confidential. Box 2924.

### YOUNG MAN ON THE WAY UP OFFERS . . .

. . . outstanding creative skill in advertising and other sales building techniques, youth (32), ambition and determination on a 24 hour basis, the soundest of executive experience (5 years as owner of small advertising agency), and personal and financial success (a community leader). He is now in the market for a position with broader challenge and opportunity in the area of sales development, or perhaps a new phase of management, with a small to medium size agency or an aggressive industrial or commercial firm. Box 2923.

**SALES PROMOTION MANAGER** seeking new affiliation. Aggressive, vigorous mind in personal selling experience; with practical advertising background, contributing directly and indirectly to the promotion of profitable sales. Alive & kicking, 3rd wheel in Sales and Advertising co-ordination. Can inspire confidence and increase sales. Box 2925.

### I WANT TO SELL

Young college graduate with several years of marketing experience at staff level wants challenging sales position with progressive organization. Box 2922.

Coming . . .

"Everybody Hates

A Truck Driver:"

True or False?

Answer, as far as Pacific Intermountain Express is concerned, is false. How PIE creates an impact on the public.

ami produced in the first half of this year 9.5%, or \$5.8 million, of its revenue. Miami was outranked only by the New York metropolitan area, including Newark, which sold 19.6%, or \$12 million. The other eight in the Top 10 stations—together providing 61.4% of all revenue—were, in millions, Chicago \$3.9; Washington \$2.8; San Juan and Atlanta \$2.7 each; Houston \$2.4; Boston \$2; Detroit \$1.9, and Tampa \$1.7.

And potent, timely words—predominantly to *new customers*—in such sales-advertising programs as last summer's "Happy Holidays" in Florida, helped to level Eastern's August valley in the month-by-month revenue chart from a mere 50% a dozen years ago to a current 85% of the March-April peak.

The words are backed by a lot of dollars in large-scale, consistent, year-round advertising. Whatever the current offering, the words reemphasize a two-decades-old theme: "*Double Dependability: Dependable Aircraft and Dependable Personnel.*"

Supervision of Eastern's advertising is top brass—under a committee composed of vice-presidents Brattain, Frost and Van Dusen. Maurice Lethbridge, assistant to Brattain, works directly with the agency, Fletcher Richards, Inc., New York, where Bradley Walker is account executive.

### Ad Man Rickenbacker

But the Captain conceives and controls advertising. He asked the Junior Board to look over proofs posted on the wall of a two-week newspaper campaign in September on Silver Falcon service—costing \$133,992.96.

Today, Eastern may have the highest advertising-to-sales dollar ratio among all major carriers. In newspapers, it has grown to be the largest transportation advertiser.

Most of the newspaper expenditure is made in the system's top 20 cities, which produce more than 75% of revenue. These get large insertions twice a month; the others monthly.

Of 1952's estimated \$2.3 million total, about \$500,000 will go into spot radio, and \$300,000 into other media: TV, business papers, point-of-purchase, direct mail and printed matter—not including timetables. . .

But Rick saves in other ways.

Bill Van Dusen, who accompanied him abroad, told the Board of the Captain's concern over the fact that the TWA Connie carried as many crew as passengers, and filled the latter with free filet mignon, bourbon and champagne: "The Captain couldn't sit there and watch TWA

go broke. He went to bed."

Eastern, Van Dusen said, "is converting a whole generation to flight. In fact, the public is being converted faster than our ability to capitalize on it." Part of this job is in public relations—which he defined as "finding out what people like, and doing that."

"Public relations works all over the system." A single action by one individual may lead to large revenue: An employee learned that a natural gas pipeline company intended to buy two planes to take its people over its route. The pipe parallels one of Eastern's lines. The employee sold the company on flying Eastern instead.

### 25-Year Experience

A campaign next spring on "A Quarter-Century of Airline Experience" was urged by William H. Wooten, Miami news bureau manager. Each Junior Board member should start a folder on it—including names of first local passengers and early pilots; dates of local ticket office and other openings, and of links with other cities. Displays might show 25 years of Eastern planes.

Eastern was the only transportation company among the 75 largest national advertisers in newspapers in 1951, said Joseph H. Le Tourneau, New York news bureau manager. Advertising in newspapers, radio and TV, he added, is "the best way to tell people *what* we have to offer . . . *where* it will do the most good."

But word-of-mouth publicity is important too.

Lawrence Olenick, news bureau writer, New York, asked stations to send in clippings of all Eastern stories used in their areas. Thus far in 1952 newspapers had run 394 stories about the system. "Happy Holidays" got more newspaper space than any other airline vacation program. . .

Among other things, Secretary-Treasurer Armstrong gave proof of need for strong selling.

In the first half of 1952, Eastern's gross revenue rose only 14%, or \$7,251,000, from the first half of 1951. Meanwhile, emergencies and mounting expenses and taxes cut net profit nearly 58% to \$1,570,570.

The new equipment was costing plenty. But it was increasing seat mileage from 201 to 323 million. Even at 60% load factor, this could bring in \$26 more revenue in the last four months of 1952. Tom Armstrong concluded: "We can and *must* make 1952 and 1953 banner years!"

To which Edward V. Rickenbacker said something stronger than Amen. (End of Part One)



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# The Scratch Pad

BY T. HARRY THOMPSON

As 1952 flickers like a short-circuited Neon sign about to blow, we may note that no event was more surprising than the awakening of Rip Van Republican from a 20-year sleep. Even Harry and Adlai wish him well.

Speaking of sleep, and considering the involuntary movements we make in that state, I often wonder that we don't jab a finger in an eye, or perform some other frightening act of mayhem.

Mennen Skin Balm "helps heal tiny razor-nicks." Don't look at *me*, Mister. I use a Schick 20.

MANCHURIAN BELL-HOPS: The yellow pages.

No wonder the ugly duckling  
Wears such an ugly frown.  
For he has just discovered  
His little pants are down.  
—*The Morrison Press*

What ever became of Wrong-Way Corrigan?

"Imagine being afraid of a tomato!" says American Can. Depends on who she is.

Radio and TV commercials are overworking that word "exciting." In most cases, the subject is no more exciting than a ride in an elevator.

"Short Takes" (*Editor & Publisher*) spotted this head in the *St. Paul Dispatch*: "Eleanor Holm Wins Back House from Billy Rose."

An old-timer is one who remembers when you could panic 'em at any party with this parody: "Shine, little tape-worm, dinner, dinner."

Who, if anybody, has license-plate T-4-2?

Writes Bill Swallow, of Globe Laboratories, Fort Worth: "If you or anyone else ever gets this thing straight typographically, I wish you'd let me in on it, too." I had said I thought I had the Du Pont thing straight typographically, but Bill sends a tear-page to refute—and confound—me. I give up.

MR. FIVE-BY-FIVE: A fellow who never pulls his paunches.

The oil industry, obviously, had a crude beginning.

"An estimate is the repairman's guess that the job will cost \$4. The final bill, of course, will be \$17.98."  
—*Boston Daily Globe*.

Moved by a jingle here on "popliteals," a cohort of V. M. Dragon came up with this rhymed comment:

It's joysome always  
To buy those meals  
For the sweet li'l gals  
With popliteals.  
So pretty and smooth,  
With curves so nice—  
But, to the poet you "quoet,"  
Here's a word of advice:  
For those popliteals  
Of your li'l tomatoes,  
To stay that way,  
Don't buy them potatoes!  
And, even though  
They say it hurts,  
Don't let 'em order  
Rich desserts!  
Convince them it  
Will be a blessing  
To have *café noir*  
And lettuce—sans dressing!

A contributor we haven't heard from in a long time, Marsh Pickett, quotes Elbert Hubbard's recipe for

perpetual ignorance: "Be satisfied with your opinions and content with your knowledge."

What's in a name? The United Press reports one Earl Champagne as having been picked up for drunken driving.

Because of its senseless cruelty to animals, I deplore the "sport" of bullfighting. But "Matador," by Barnaby Conrad, is a well-told tale and first-rate copy, in spite of the over-use of idiomatic Spanish.

Swiped from "Time Out," bulletin of Pittsburgh's Steel City Electric Co.: "You don't get ulcers from what you eat, but from what's eating you" . . . "Many a man marries so he will have someone to talk to—*about himself*" . . . "Many a man battles his way to the top, and then bottles his way to the bottom."

I see my fellow townsman, Ollie Crawford, who does the syndicated "Headline Hopping" for General Features Corporation, liked the column's none-too-earthshaking phrase: "The Dwight House."

Within 10 years, employees and employers will be share-holders in every business, Jackson Martindell, president of American Institute of Management, is quoted as saying to Los Angeles sales-execs.

"Even in the days of piracy, there was complete cooperation between management and labor. Captain and crew shared equally in the risk and the reward. This day is coming again." Jim Collins comments: "Hm?"

I liked a definition in *Pathfinder*: "RENO: Sue City."

When a magazine-subscription agency takes on a wounded veteran as salesman, I wonder if it's in the admirable spirit of "hire the handicapped," or whether someone has figured that you and I will buy magazines we don't really want, rather than say "no" to a deserving fellow?

And now to sign-off on a pleasant note: *Merry Christmas!*

SALES MANAGEMENT

## Lumber Yards Given Face Lifting

NEW YORK—The muddy lumber yard, where you never dig up the character in overalls to help you find a 2-by-4, is being squeezed out of business.

The lumberman has lifted his head, a spokesman for the industry told the United Press Monday. The antiquated lumber yard has been streamlined into an up-and-running emporium where building materials are sold by modern merchandising methods.

RETURNING from an extensive tour of lumber yards throughout the East and Midwest, Charles M. Soroka of the Barclay Manufacturing Co. Inc. of New York says the customer is treated like a king in the 1952 lumber yard.

It all began when labor costs soared to a point where home owners found it cheaper to do their own painting and carpentering. And, it was fun to "do it yourself."

The fad, promoted by popular and trade magazines for half a dozen years, caught on.

People are finding it easier to stock up on essentials at the local lumber yard. Free advice is being handed out there nowadays on

construction costs, wall coverings, tile applications or paint colorations.

MODERN LUMBER yards are setting up room exhibits, in the manner of department stores, featuring a variety of walls such as plasticated panels, or plywood, or pre-painted gypsum board, or stylized paneling.

"You take your pick, and follow the instructions of both the salesman and those on the back of the product," Soroka said.

Lumber yards are ringing in a new era of promoting home maintenance.

They are advertising and using such radio commercials as, "You can do over your 10-by-12 bathroom with paneling for \$59.50."

Homeowners drive over to see the bargain package. And Soroka found that lumber yards have the parking problem licked because they usually have plenty of room.

(Chicago Daily News — September 8, 1952)

## Headline News: Building Material Supermarts Play Major Role in Today's "BUILD-IT-YOURSELF" ERA--



BSN's Building Material Supermarkets sell . . .

**MORE** paint and painters' supplies than most paint stores.

**MORE** builders' hardware than hardware stores.

**MORE** Do-It-Yourself business than any other outlet.

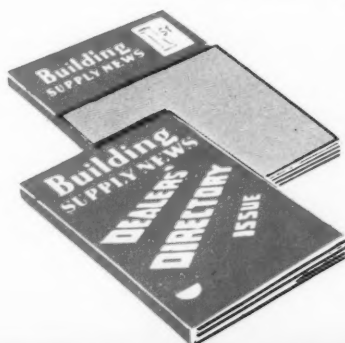
And, of course more lumber & building materials — than anyone!

What the United Press "discovered" about lumber and building material supermarkets, BSN's editors and advertisers have known all along. Fact is, they sparked this major merchandising revolution that produced today's modern, streamlined, one-stop sources of building material and home service products valued at more than \$8,000,000,000 annually.

BSN's 20,000 lumber and building material dealer-readers are generally the biggest local merchants in most communities. They average \$356,000 in annual sales — that run into millions for many.

If you, too, are looking for dealers who sell, let us tell you how to reach them through BUILDING SUPPLY NEWS — always the industry's first merchandising dealer publication.

On your letterhead — write today for copies of BSN's "DO-IT-YOURSELF" and "SELLING THE SWEAT EQUITY MARKET." There's no cost or obligation for these valuable keys to an increasingly lucrative selling opportunity.



# BUILDING SUPPLY NEWS

5 South Wabash Avenue, Chicago 3, Illinois



# *The Chicago Tribune consumer-franchise plan gives specific answers to these sales and distribution problems*



The trend to fewer brands per store which forces a brand out of important outlets



The preference in shelf space and feature displays given to competing brands



Temporary volume gains based on costly deals

*... and produces these positive results!*



Helps salesmen get substantial orders from both new and old retail outlets



More frequent "end" and "island" displays; more and better shelf space



Greater immediate sales and steadily increasing share of the market

Specific, workable solutions to problems such as these are among the reasons why the Chicago Tribune consumer-franchise plan is a proved success for grocery product advertisers in the multi-billion dollar Chicago market.

The Tribune's plan is designed to get your product on more grocery shopping lists and keep it there week after week—regardless of strong competitive pressure.

Based on today's changed methods of retailing

and the store manager's own standards of brand evaluation, it can get more retailers to stock and feature your brand—without resort to deals and premiums.

If you are not satisfied with your share of Chicago's important grocery store spending, why not find out what a Tribune consumer-franchise plan has to offer? Call your nearest Chicago Tribune advertising representative today.

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